ANGUILLA UNITED FRONT

United to Lead - Anguilla at Heart

MANIFESTO

2010 - 2015 & BEYOND
ANGUILLA UNITED FRONT MANIFESTO
2010 – 2015 AND BEYOND

AUF VISION 2020

ANGUILLA IN THE YEAR 2020 WILL BE A HARMONIOUS AND EMPOWERED SOCIETY, IN A HEALTHY ENVIRONMENT, WITH CONSTITUTIONAL AUTONOMY, ENJOYING A HIGH STANDARD OF LIVING AND SUSTAINED SOCIAL AND CULTURAL DEVELOPMENT, DEMOCRATICALLY ACHIEVED, A FULL MEMBER OF THE REGIONAL COMMUNITY, COMPETING SUCCESSFULLY IN THE GLOBAL COMMUNITY.

AUF MISSION 2010 AND BEYOND

TO PROMOTE AND BUILD A MORE CARING, PEACEFUL, AND HARMONIOUS SOCIETY, WITH JUSTICE AND EQUITY FOR ALL.

TO PROVIDE UNIVERSAL AND EQUITABLE ACCESS TO A BASIC PACKAGE OF QUALITY SOCIAL AND COMMUNITY SERVICES.

TO MANAGE THE ENVIRONMENT AND ACHIEVE LONG TERM SUSTAINABILITY, FOR THE BENEFIT OF PRESENT AND FUTURE GENERATIONS.

TO STIMULATE AND FACILITATE THE ACHIEVEMENT OF ROBUST AND SUSTAINABLE ECONOMIC DEVELOPMENT BY AND FOR THE BENEFIT OF THE PEOPLE OF ANGUILLA, AS THE FOUNDATION FOR THE SOCIAL DEVELOPMENT OF THE COMMUNITY.
CORE GUIDING VALUES

» RESPECT FOR HUMAN RIGHTS
» TRANSPARENT, ACCOUNTABLE, OPEN GOVERNMENT
» PARTICIPATORY DEMOCRACY AND POLITICAL SELF DETERMINATION
» THE RULE OF LAW
» PATRIOTISM AND NATIONAL UNITY
» REGIONAL COOPERATION
» RESPONSIBLE MANAGEMENT OF THE ENVIRONMENT
» ECONOMIC EMPOWERMENT OF THE PEOPLE OF ANGUILLA
» ECONOMIC AND SOCIAL JUSTICE
» SOCIAL HARMONY AND PEACE
» EXCELLENCE
» SELF RELIANCE

STRATEGIC FOCUS

SOCIAL CONSTRUCTION
BUILT ON A FOUNDATION
OF SOLID ECONOMIC
PROGRESS AND DEVELOPMENT.
Mr. Othlyn Vanterpool was born in Anguilla and raised in the industrious village of Welches. He has lengthy public service experience in Youth Development, Social Work, and Fisheries and Marine Resources Management. Over the years, he received tertiary education and training in these subjects in Guyana, Jamaica and Canada. He is a longstanding leader and mentor to Anguilla’s youth. Mr. Vanterpool is a first time candidate for the AUF chosen to replace the retiring Hon. Kenneth Harrigan in District #1.

Mrs. Cora Richardson-Hodge was born in St. Thomas USVI. She is an attorney at law and the principal of C.R. Hodge and Associates of the Valley, Anguilla. She holds a Bachelor of Science Degree in Environmental Science from the Florida Institute of Technology, a Juris Doctor in Law from Stetson University College of Law and Eugene Dupuch Law School and a Legal Education Certificate from the University of the West Indies Law School. She is a first time candidate succeeding the retiring Hon. Osborne Fleming as the AUF candidate for District #2.

Hon. Evans McNeil Rogers is Anguilla born and was raised in scenic Shoal Bay. He has been Anguilla’s Minister of Social Development since 2005, when he succeeded the Hon. Eric Reid as the elected AUF representative for District #3. He is a Medical Technologist, trained in Jamaica at the College of Arts, Science and Technology/University of Technology. He furthered his studies in the USA and worked there for some time, gaining valuable professional and managerial experience. He is Deputy Political Leader of the AUF.

Hon. Victor F. Banks was born in Anguilla and raised in the Valley. He is a veteran politician of 28 years, 27 as an elected representative, eighteen as a Minister. Since 1994 he has been Minister of Finance, except for several months in 1999 and since 2000 also Minister for Economic Development, Investment and Commerce, to which Tourism was added in 2005. He has represented District #4 continuously since 1985. Hon. Victor Banks holds Bachelor’s and Master’s Degrees in Political Science and Economics. He is the Political Leader of the AUF in the 2010 General Elections, succeeding the Hon. Osborne Fleming, who is retiring.
Mr. Delsic Rey born in Anguilla calls North Hill home. He is a first time candidate carrying the AUF beacon in District #5. He studied at the University of the Virgin Islands and Middlesex County College, New Jersey, USA, earning a Bachelor’s in Business Administration. He has worked in the financial services industry in the USA, most recently as a Senior Conciliator with APM Financial in Philadelphia, Pennsylvania. He has returned home to contest the General Elections because of an abiding passion to serve his country and countrymen.

Mr. Curtis Richardson is Anguillian by birth and grew up in Anguilla’s gateway, Blowing Point. For the past five years, Mr. Richardson has been a Special Assistant in Public Relations in the Chief Minister’s Office. He is a graduate of the University of the Virgin Islands with a Bachelor’s degree in Mathematics. He taught Mathematics at the Albena Lake-Hodge Comprehensive School before contesting the 2005 General Elections in District #6 on another ticket. He is now the AUF standard bearer in District #6 in the 2010 General Elections.

Mr. Kenswick Richardson was born in Anguilla and raised in West End, Anguilla’s Tourist Belt. He has been a Special Assistant in the Ministry of Infrastructure, Communications, Utilities, Housing, Agriculture and Fisheries since 2000. This has prepared him well to represent the people of District #7 in the House of Assembly. Mr. Richardson is a graduate of the Samuel Jackman Prescod Polytechnic, Barbados, in plumbing. With the retirement of the Hon. Albert Hughes, he was chosen as the AUF candidate for District #7 in the General Elections.

Passing the Baton: Retiring Members

Hon. Osbourne Fleming
Hon. Kenneth Harrigan
Hon. Albert Hughes
DEVELOPMENT OF THE HEALTH CARE AND WELLNESS SECTOR

Vision 2015:

The population of Anguilla will be enjoying improved health and wellbeing as a result of improved access to quality, affordable, efficient, effective and technologically up to date services from an expanded, responsive and competitive health and wellness sector.

The quality and standards of health and wellness enjoyed by the population of Anguilla are critical indicators of the living standards of the Anguillian community. The Anguilla United Front has been the leader in the reform and development of the public health care system and in making sure that ever increasing numbers of our people have access to improved health care and wellness services regardless of income levels and economic difficulties. It has created the environment in which the private sector health care and wellness industry has been expanding and thriving. Anguilla is still to achieve universal access to quality health care and wellness services. This will be a critical goal of the United Front Government in 2010 – 2015.

PRINCIPAL STRATEGIC OBJECTIVES OF HEALTH AND WELLNESS DEVELOPMENT

1. Implementation and achievement of an affordable, sustainable, universal and collective health and wellness financing mechanism for Anguilla.
2. Achievement of universal access to quality primary and secondary health care services and access to limited and specific tertiary health care services on Anguilla and access to tertiary health care services overseas, that are not available on Anguilla.

3. Promotion and facilitation of Anguillian investment in and ownership of health care and wellness firms and joint ventures of Anguillian entrepreneurs with external investors in the health care and wellness industry to create a robust and competitive industry in Anguilla.

4. Increased investment in the improvement and expansion of the technical, scientific, professional and managerial capacity and human capital of Anguillians in the health care and wellness sector.

5. Organizational strengthening, further development and broadening of the structure and functioning of the Ministry of Health and of the Health Authority of Anguilla.

6. Improvement and development of policy, law, regulations, standards and strategies that facilitate and enable the achievement of high standards of health care and wellness service delivery and the improved health and wellness of the Anguillian community.

7. Promotion and facilitation of the development of export oriented medical, health and wellness educational, medical tourism and other institutions catering to clients from around the world.

8. Ongoing adoption of the latest proven and financially affordable improvements and innovations in medical, health and wellness technology and updating of knowledge, for improved health and wellbeing.

**PROGRAMME PRIORITIES**

» Implementation of the National Health Fund with emphasis on universal coverage, affordability, social insurance, mutual and collective support and benefit, market competitiveness, as well as financial adequacy, stability and sustainability to fund the maintenance and improvement of the health and wellbeing of Anguilla’s population.

» Establishment of a national health insurance system providing a universal package of health care and wellness services for the population of Anguilla as a whole to be financed from the National Health Fund.

» Review of the structure and functioning of the Ministry of Health, plan and implement a project to strengthen and further develop its organizational structure and operating procedures, and improve its operational performance.

» Commissioning of a comprehensive review and evaluation of the organization and management of the Health Authority of Anguilla (HAA) since its creation, preparation and implementation of a strategic plan to:

   i) Develop an affordable, diverse and sustainable financing strategy and system for the HAA to improve its financial performance and achieve long term financial stability and self-financing;

   ii) Review and updating of the policy and enabling legislation and regulations governing the HAA;

   iii) Strengthen and expand its diagnostic services;

   iv) Achieve and consistently maintain enhanced customer/patient care and quality of service delivery;

   v) Reform and update its medical, infrastructural, and human resource systems and mechanisms for greater productivity;

   vi) Transform the culture of the organization to motivate and excite employees to focus wholeheartedly on a customer focused strategy, providing the best care and service that they can, each client at a time, to all their clients and to the people of Anguilla as a whole, creating a performance driven organization;
vii) Implement best practice standard operating procedures and achieve world class customer focused service standards and benchmarks and strengthen the administration of the system of standards to ensure that the Board of Directors, management and staff focus at all times on delivering high quality professional and caring service.

- Review, expansion and improvement of the system and arrangements with overseas tertiary medical service providers for access to quality and affordable tertiary medical care overseas for the population of Anguilla.

- Support for and cooperation with the Health Authority of Anguilla to review, prepare, implement and finance a long term human resource development strategy and education and training plan to improve its human resource capacity to deliver on its mandate.

- Provision of financial and technical support and assistance to the HAA in the preparation and implementation of its capital investment plan and budget to refurbish, replace, and expand existing systems, build and install new medical and health systems; information, accounting, financial management and reporting mechanisms; human resource management systems; real estate, and infrastructural systems and mechanisms for greater productivity.

- Promotion and provision of fiscal and other incentives to Anguillian corporations and individual entrepreneurs to undertake new ventures, expand existing ventures and joint venture with foreign investment partners in providing health care and wellness services, including tertiary educational institutions in the medical and allied professions mainly for international students, laboratory and pharmaceutical services, specialist institutional and home care services for the elderly and chronically ill and mental health services.

- Development of domestic tertiary education and training programmes in allied medical fields in collaboration with the Community College.

- Expansion of human resource capacity among Anguillians in the medical and allied professions in the public and private sectors through ongoing investment in education and training, recruitment of trained and experienced Anguillians from overseas and retention of trained Anguillians already in the industry.

- Strengthening and expansion of the national accreditation and professional and technical certification and licensing systems for medical and allied institutions and enterprises; and for medical and allied professionals and technically trained persons; promotion of high standards of professionalism and ethical standards and practice; and implementation of internationally recognized quality standards, benchmarks and standard operating procedures for the health care and wellness industry.

- Institutional strengthening and development of the Environmental Health Department and Laboratory and expansion of its programmes and coverage to strengthen and expand enforcement of higher food quality standards at least equivalent to US Food and Drug Administration standards, improve monitoring and implement improved food protection mechanisms, combat the threat of disease invasion especially of pandemic diseases and control the random, unintended and illegal introduction of invasive species of flora and fauna into Anguilla.

- Expansion and strengthening of the National HIV/AIDS and STD education and prevention programme, improvement and expansion of services to persons living with HIV/AIDS to enable them to live economically independent lives, increase collaboration with external agencies fighting against HIV/AIDS and increase access to external aid.

- Upgrade and expansion of inpatient and outpatient mental health services to improve the care and treatment of the mentally ill and expand mental health education.

- Reform of the solid waste disposal strategy and introduction of revised programmes making use of environmental maintenance, renewal and recycling methods and technologies to minimize harmful impacts and reduce production of greenhouse gases.
EXPANDING AND IMPROVING EDUCATION AND TRAINING

Vision 2015:

The people of Anguilla will have access to and will be making full use of improved and expanded high quality preprimary, primary, secondary and lifelong in school and out of school, formal, informal and extra-curricular education and training services on Anguilla, delivered by motivated, competent, committed and high performing educators; tertiary education and training services on Anguilla and overseas. The Anguillian people will display increased patriotism, loyalty and soundness of character, will be more knowledgeable and skilled and will be able to function more effectively in the rapidly changing technological environment of the 21st century.

PRINCIPAL STRATEGIC OBJECTIVES FOR EXPANDING AND IMPROVING EDUCATION AND TRAINING

1. Increased access to and support for adult and continuing education and to domestic tertiary and professional education with emphasis on developing the Anguilla Community College.

2. Increased value for money from investing in overseas tertiary education and maintaining the level of investment in and access to such education, via non-traditional channels.

3. Ongoing investment in curriculum reform and renewal, institutional strengthening, quality improvement, and expansion of provision and delivery of education services at all levels and increased alignment with Anguilla’s business and social needs.

4. Expansion of provision and delivery of technical and vocational education and training at the secondary and tertiary levels.

5. Review of education policy, education legislation and development plans, and implementation of ongoing educational reform and improvement to increase productivity and improve performance and effectiveness.

6. Strengthening of human resource capacity particularly in planning and management, social and people skills, knowledge of the curriculum, career development and professionalism.

7. Strengthening of “values” education and collaboration with educational partners on programmes to improve student values and attitudes, create and maintain harmonious and enabling learning environments in all schools and achievement of improved all around performance by students.

8. Development and implementation of a comprehensive financing strategy for educational development based on government and private sector funding.

9. Development and implementation of structured and sustainable partnerships in education with the private sector and civil society.

10. Expanded extra-curricular, non-formal and informal education and training programmes.
11. Improved provision of teachers, facilities, equipment and supplies of pre-primary education and updating of the pre-primary education policy and strategy.

**PROGRAMME PRIORITIES**

» Implementation of a detailed review of the comprehensive education philosophy, rationale and policy principles underpinning the comprehensive education system.

» Publication and implementation of the review of the comprehensive system of education undertaken in 2009.

» Review and updating of the Education Policy Statement and the Education Act and Regulations.

» The improvement of the organizational structure, managerial effectiveness and operational efficiency of the education system inclusive of the private education sector.

» 5. Development and implementation of a three to five year education sector reform and development strategic plan.

» Completion of the establishment of the Anguilla Community College and development of the Cinnamon Reef property as its tourism and hospitality education campus.

» Review, strengthening and development of Campus C, the secondary education facility for students with severe behavioural problems (Pupil Referral Unit) located in the Forest.

» Improvement of the system of youth pastoral guidance and counseling jointly with education partners comprising school and community programmes to build character, national pride, ethics and morals, teach Anguillian history and support mentoring, religious, sporting, cultural and voluntary programmes and organizations.

» Reform of the policy on and revision of the model for the provision of physical plant and facilities for secondary education and preparation of a project to develop a second secondary school in Anguilla.

» Preparation of plans to relocate Campus A of the ALHCS and to redevelop the present site for other educational purposes.
» Establishment of a technical and vocational trade school providing technical and vocational secondary education and training and technical and sub-professional tertiary level education and training in construction, engineering, information technology, manufacturing and allied trades, skills and occupations.

» Design and implementation of a comprehensive facilities improvement and planned maintenance programme for all educational buildings and plant.

» Upgrade, expansion and/or construction of new facilities for the public primary schools with priority given to building and equipping a new campus for the Arthwin Vanterpool Primary School at Island Harbour, completion of the re-development of the Alwyn Allison Primary School at West End, including a playground, and expansion and upgrading of the Morris Vanterpool Primary School and playground at east End.

» Review and reform of the terms, conditions, compensation, benefits and privileges of the teaching service to attract and retain more Anguillians in the teaching profession and significantly reduce the shortfall in teachers that has to be filled from overseas.

» Review, modification and expansion of the education, training and professional development programmes for teachers in curriculum content, teaching methods and techniques, educational and classroom management, the professional and ethical values and precepts of the profession to improve the performance of the system.

» Review and revision of the obligations, responsibilities, functions and duties of teachers, implementation of a performance based teacher assessment and compensation system and of improvements in teacher accountability for achieving the educational outcomes set for them individually and for the system as a whole.

» Review and reform of the educational management system and mechanisms to increase transparency and the accountability of education managers to the various education stakeholders – the Government, parents, the education partners, and the students.

» Review, diversification and strengthening of the curriculum and increase of cooperation and interaction with the education partners to increase the education system’s alignment with the priority human resource needs of government, business and civil society.

» Review of the Government’s tertiary education and training budget and the policies and system governing its administration, training of Anguillians at lower cost at home and overseas, and implementation of changes to increase value for money including:

i) Examining and implementing strategies to send students pursuing studies overseas to the least cost locations and tertiary education institutions relative to educational quality in the Caribbean, United Kingdom, USA and Canada;

ii) Identifying the most cost effective quality tertiary education courses and programmes in the Caribbean, United Kingdom, USA and Canada;

iii) Identifying alternative sources of financing for tertiary education overseas, including overseas public and private scholarships and grants from universities, foundations and other private institutions engaged in funding education and implementing structured arrangements to access such funds;

iv) Revising the financial terms and conditions applicable to tertiary education students;

v) Expanding tertiary education at home through developing the Community College and increasing access to the distance education programmes of the UWI and online college programmes of other universities and institutes.

» Review of the financing strategy for education, development and implementation of a diversified strategy for the sustainable financing of public and private sector education.

» Establishment of a national government sponsored education endowment fund and promotion of private educational endowment funds.
Establishment, jointly with the other social development agencies of the Government and in partnership with the other education partners, of after school community based educational initiatives in all districts of Anguilla.

Strengthening of the National Library Service.

Review and implementation of improved special education programmes for physically, mentally and emotionally challenged children and other persons.

Development and delivery of special programmes in Math, Science and Technology, Information Technology, and Languages to achieve world class standards.

Review of the performance of the system of schools boards, design and implementation of a plan to improve performance.

Development and delivery of training modules in information and communication technology (ICT) to achieve world class standards and further increase access by primary and secondary school students to ICT and the Internet.

Review of the system of supply of school texts and recommended subject books and related supplies, introduction of improvements to obtain them at affordable prices.

Assessment of provision for school health and nutrition and preparation of a project to improve school nutrition and the establishment of a system of school cafeterias.

Examination of the terms and conditions of service of pre-primary education teachers, recommendation and introduction of initiatives for their ongoing professional development and improvement of their compensation and other terms and conditions.

Evaluation of the policy and practice of graduation at the Albena Lake-Hodge Comprehensive School and removal of the negative impacts of the system.

Increased provision for education and training in the arts and culture in and out of school.

Expansion of the school sports coaching and mentoring programme.

COMMUNITY DEVELOPMENT, PROBATION, YOUTH, SPORTS AND CULTURE

Vision 2015:

Anguilla will experience an outpouring of cultural and artistic expression in the various fields of the arts and entertainment by Anguillian and overseas artists residing in Anguilla, the social environment will be improved with a curtailment of anti-social and criminal behaviour, improvement in law and order and increased social peace and harmony.

The Anguilla United Front substantially expanded government’s financial, human resource and other resource provision for community development in the period 2000 – 2009 creating new departments for probation services, youth and cultural development and for sports development. The United Front will continue this emphasis in the next five years. Its principal objectives and priorities include:
**PRINCIPAL COMMUNITY DEVELOPMENT STRATEGIC OBJECTIVES**

1. Improvement and expansion of the social safety net for the indigent, disadvantaged, abused and marginalized who do not otherwise have access to the economic means to meet their basic needs.

2. Expansion of initiatives to increase awareness by the Anguillian community of poverty, the various forms of abuse, marginalization and abandonment and the effects on the victims and on the society.

3. Expansion of collaboration and partnerships with public sector agencies, the private sector, churches, and non-government organizations (NGO) in addressing social dysfunctions and challenges in the society.

**PROGRAMME PRIORITIES**

» Implementation with social partners of fundraising strategies and action plans to increase funding for economically deprived adult members of the community and for needy children by the Government, private sector and civil society in Anguilla and by governments, private sector donors, friends and supporters of Anguilla from overseas to strengthen the social safety net for the financially deprived and needy.

» Examination of the feasibility, preparation and implementation of a mobile (“meals on wheels”) programme for the financially indigent elderly and other persons in the community.

» Strengthening and expansion of education programmes such as family life education, parenting, home management, parental and children’s rights, interpersonal communication skills, HIV/AIDS education and sex education, in conjunction with social partners.

» Evaluation of the functioning of assistance programmes for the indigent, improvement of the operations and increase of the coverage and levels of per capita public assistance grants to achieve greater efficiency, effectiveness, fairness and value for money.

» Expansion of counseling programmes for conflict resolution, dysfunctional families, battered and abused spouses and children, alcohol and drug abuse and juvenile delinquency in partnership with NGOs and other private sector and civil organizations.

» Review and further development of the Legal Aid System.

» Promotion and development of multi-purpose community and recreation centres in all districts of Anguilla, in collaboration with non-government and other organizations, implementation of proper management and preparation and delivery of meaningful programmes for the youth, the elderly, the physically and mentally challenged and other “at risk” persons including:

i) The Blowing Point Community Centre already in operation;

ii) The Anguilla Progressive Association of New York’s (APANY) community centre to be built in South Hill; and

iii) Multi-purpose community centres in the other districts of Anguilla.

» Assessment of options to increase regular and ongoing participation by the people of Anguilla in the democratic process and for implementing a sustainable system of community councils.

» Promotion of gender equality and elimination of all forms of gender discrimination.

» Provision of enhanced oversight, technical support, training and financial assistance to day care centres and nurseries.

» Preparation and implementation of a project for the institutional strengthening and human resource training and capacity building for the Social Development Department.

» Review, expansion and development of the system of foster care.
Examination of the marginalization of young men in the Anguillian community, analysis of gangs and gang culture, development and implementation of collective intervention and engagement programmes to reduce and minimize gang culture and its harmful effects on Anguillian youth and the society.

Expansion of cooperation and joint action with private sector and civil organizations in implementing programmes to combat the abuse of and addiction to alcohol, cigarettes, illegal and prescription drugs.

**PRINCIPAL STRATEGIC OBJECTIVES FOR PROBATION SERVICES**

1. Professional training and development of Anguillians in the management and delivery of probation services.

2. Institutional strengthening and expansion of the capacity of the Probation Department.

3. Improvement of the probation service.

4. Improvement of the foster care system.

**PROGRAMME PRIORITIES**

- Evaluation of the functioning of the Probation Department, preparation and implementation of a plan to strengthen and improve its management and operations.

- Analysis of the working of the probation service, preparation and implementation of a strategic plan to expand the service and improve its performance.

- Identification of professional, technical and management training needs, provision of training for Anguillian staff, encouragement of Anguillians to pursue careers in probation and their recruitment into the Department to take up available training opportunities and broaden its capacity.

- Review and further development of probation policy, legislation and regulations. Evaluation, programme preparation and implementation of improvements in the foster care system.

- Review of the operations of the Zenaida residential probation centre at the Forest, preparation and implementation of a strategic development plan for the centre.

- Public education and awareness building in the community about the probation system, the incidence of juvenile delinquency and juvenile crime requiring probation services.

- Joint work programmes with other social service agencies including the Education Department, Social Development Department, HM Prison, the Judicial Department, Department of Youth and Culture, and the Sports Department.

- Development and implementation of mentoring programmes especially for youth at risk and youth with behavioural and adjustment challenges.

**PRINCIPAL STRATEGIC OBJECTIVES FOR YOUTH AND CULTURAL DEVELOPMENT**

1. Coordination and collaboration with social partners to develop and implement programmes to improve communication, understanding, harmony and cooperation among Anguillian youth and between youth and adults.

2. Building of national consciousness, pride and patriotism among Anguillian youth and inculcation of the best of traditional Anguillian values and norms through educating them into Anguilla’s history and culture in the schools and wider community.

3. Promotion and exposure of youth artistic and cultural talents jointly with social partners.

4. Introduction of youth national, community service, recreational, charitable and voluntary programmes and initiatives.

5. Minimization jointly with other social agencies and partners of truancy, delinquency, gangs and violence among youth.
PROGRAMME PRIORITIES

» Finalization and implementation of the National Youth Development Policy.

» Preparation and implementation of a strategic youth development plan.

» Review and strengthening of the Department of Youth and Culture.

» Review of the structure of the National Youth Council and provision of ongoing support for and facilitation of the development and operation of the National Youth Council.

» Examination of the feasibility of establishing a youth national service system.

» Achievement of effective youth to youth communication, harmony, understanding and cooperation through the promotion and implementation of programmes that present strong alternatives to gangs and gang culture.

» Development and implementation of programmes to educate Anguillian youth in Anguilla’s history and culture, norms and values to inspire in them national consciousness, pride and patriotism.

» Support for and facilitation of youth participation in exhibitions, festivals, shows and events in general and those specifically geared towards youth.

» Youth exposure to Anguilla’s natural, biological, historical and cultural heritage.

» Development of a comprehensive cultural policy and strategy.

» Collaboration with the Education Department in the ongoing development and delivery of an arts and culture curriculum and education and training programmes in the education system and in the wider community.

» Promotion and facilitation of a strategy and programme for the set up of artistic and cultural business operations by youth entrepreneurs to generate employment and income.

PRINCIPAL STRATEGIC OBJECTIVES FOR SPORTS DEVELOPMENT

1. Improved and expanded skill development, coaching and professional development.

2. Expanded and closer collaboration with and support for the various national sports associations.


PROGRAMME PRIORITIES

» Completion and commissioning of the national football stadium and facilities.

» Strengthening of the cricketer development programme and upgrade of cricket facilities.

» Project planning for the national athletics track and facilities in the Quarter.

» Building of the indoor basketball and multipurpose sports facility for the Valley.
Rehabilitation and upgrade of the East End basketball facility, relocation of the Blowing Point basketball facility, and improvement of the basketball facilities in the other districts.

Continuing support for the development of tennis including the Anguilla Tennis Academy’s facilities at Blowing Point and its youth tennis programmes.

Review of sports facilities, improvement and development of community sports fields, including in Blowing Point, South Hill, Sandy Ground, West End, North Hill, Rey Hill, The Valley, Pond Ground, Island Harbour, Welches, Sandy Hill and at all schools.

Strengthening of development and coaching programmes in track and field athletics.

Review of the potential for the further promotion and development of traditional Anguillian boat racing as a core component of Anguillian culture and a significant contributor to the economy and establish it as the official national sport of Anguilla.

Fresh initiatives in softball, volley ball, netball, pony baseball, wind ball cricket, table tennis and boxing.

Continued support for dominoes, bridge and other popular table games.

Increased support for the development of body building.

Collaboration with the Education Department to improve coaching in the school system.

Cooperation with social partners in providing funding for sports development and creation of a sports endowment fund.

Evaluation and strengthening of the Sports Department and of sports associations and improved coordination of and liaison with them.

Increased sports career counseling, sports scholarships and job placement.

Preparation of plans for the development of a cycling track and facilities.

Preparation of plans for the development of a drag racing track and facilities.

Increased support for martial arts.

Promotion in collaboration with the Anguilla Golf Association of junior golf programmes including Professional Golf Association sanctioned programmes.

**SOCIAL SAFETY NET AND PHILANTHROPY**

**PRINCIPAL STRATEGIC OBJECTIVES**

1. Strengthening and further development of the social security system.

2. Strengthening and development of the charitable and philanthropic movement.
PROGRAMME PRIORITIES

» Broadening of the social security system to include an Unemployment Benefit Branch, an Employment Injury Benefit Branch, focused implementation of the coverage of the self-employed.

» Development of the Anguilla Social Security Investment and Development Corporation (ASSIDCO).

» Negotiation and implementation of reciprocal agreements with social security systems in CARICOM countries.

» Commission a study of the philanthropic and charitable movement in Anguilla.

HOUSING

PRINCIPAL STRATEGIC OBJECTIVES

1. Development and implementation of a national housing policy.

2. Promotion of energy efficiency and reduced household energy consumption.

3. Adoption of higher productivity, more affordable and environmentally sound building methods for housing construction.

4. Creation of an institution for the promotion, development and regulation of housing.

5. Provision of access for low income persons to low interest funding for affordable housing.

PROGRAMME PRIORITIES

» Commission a study on housing policy and administration in Anguilla, prepare a housing sector policy statement, and revised housing standards, legislation and regulations.

Develop and implement legislation, standards and regulations governing the residential rental housing market.

» Revise and update the Government’s building guidelines and regulations to include specific statutory requirements to achieve greater energy efficiency, reduced consumption and generation of greenhouse gases from the construction and use of houses.

» Implement a general public awareness and education campaign on housing.

» Institute a training and certification programme on energy efficient, cost effective, productive, low carbon generating building systems, standards and methods.

» Establish a programme to identify, research, pilot test and promote the adoption of higher productivity, more affordable and less environmentally harmful construction methods.

» Conduct a study on suitable institutional arrangements for administering housing policy and programmes.

» Undertake a housing census and estimate the demand for housing in general and affordable housing in particular.

» Establish a housing development strategy and programme.

» Research, identify and develop a low interest funding programme for financing the purchase of affordable housing by eligible home buyers.

» Promote and facilitate the development of Anguillian companies and Anguillian joint ventures with non-Anguillians in housing and property development.
SECTION 3
SUSTAINABLE FISCAL AND ECONOMIC MANAGEMENT, GROWTH AND DEVELOPMENT
PART 1: FISCAL AND ECONOMIC MANAGEMENT – THE GOVERNMENT AND LEAD INDUSTRIES

Long term vision:
The finances of the Anguilla Government will be well managed, the performance of revenue and expenditure will be stable, reserves will be substantial; the economy will be strong, diversified and growing; the labour force will be fully employed and earning living wages, the standard of living will be improving; the people of Anguilla will substantially own, control and manage the businesses in the private sector.

FISCAL AND ECONOMIC MANAGEMENT STRATEGY

Vision 2015:
Anguilla will have recovered from the effects of the 2008 - 2009 global economic and financial crisis, the recession will be over, implementation of investment projects will be taking place, full employment will be restored, the economy will be robust and growing steadily, and the standard of living will be improving.

PRINCIPAL STRATEGIC OBJECTIVES OF THE FISCAL AND ECONOMIC MANAGEMENT STRATEGY

The Anguilla Government’s finances and the Anguillian economy achieved record growth in 2004 – 2007 due to the fiscal and economic policies implemented by the Anguilla United Front, enabling the Anguillian community to take advantage of favourable international conditions. Anguilla, like most countries, has been badly affected by the economic slump of 2008 and 2009. The AUF restored robust economic growth to Anguilla in 2001 – 2003 and it will do so again in 2010 – 2012.

1. Expansion of participation by Anguillians in the ownership, control and management of business enterprises in all economic sectors, based on an “Anguillians first” approach.

2. Increased focus on and improvement in revenue, expenditure, economic and project planning and management.

3. Development of regular consultation with and participation by the community in reviewing and setting Anguilla’s development vision, strategies and agenda and in determining financial and economic management policies and programmes.

4. Increased reliance on the financial resources, knowledge, professional and technical skills, creativity and enterprising spirit of Anguillians to drive economic development.

5. Development of improved mechanisms for managing and facilitating the inflow of investment capital and knowhow from overseas to undertake approved economic development projects.

6. Increased Government saving and growth of fiscal reserves to build financial autonomy and flexibility and protect against fiscal shocks.

7. Increased rate of national saving and improved access by Anguillian entrepreneurs to investment resources.
8. Increased fiscal and economic management capacity and improved management of the Government’s finances and of the economy.

**PROGRAMME PRIORITIES**

**A. FISCAL AND FINANCIAL STABILITY AND GROWTH**


2. The balancing of recurrent expenditure with recurrent revenue and restoration of surpluses of recurrent revenue over recurrent expenditure.

3. Maximization of revenue collection from existing sources.

4. Control and limitation of recurrent expenditure, determination and implementation of a policy limiting the annual growth of recurrent expenditure to a rate less than, up to but not exceeding the rate of inflation plus a fraction of the growth rate of recurrent revenue.

5. The finance of at least 20% of the Government’s capital budget from recurrent surpluses.

6. Review of the policy on the development of government financial reserves, creation of the following reserve funds and establishment of a programme to build them over time:

   - General Reserve Fund
   - Emergency Response Fund
   - Fiscal Stabilization Fund
   - Maintenance and Replacement Fund

7. Building and strengthening of the Government’s human resource capacity in fiscal and financial management including tax policy, planning and administration; financial programming; programme and project planning and monitoring; budget forecasting, planning, management and monitoring; and debt management.

8. Expansion of the Government’s borrowing capacity and the raising of debt financing for recurrent and capital expenditure via treasury bills, bonds and other credit instruments.

9. Utilization of alternative financing methods to fund income generating projects by state enterprises and the Government, such as the Water Corporation and the Port Authority.

10. Upgrading and improvement of financial and tax information, office administrative and communication systems and technology to achieve greater efficiency and productivity.

11. Improvement of the organizational structure and processes of the Government’s fiscal and financial management organization for greater efficiency and accountability.

12. Review and improvement of the legal framework of the Government’s fiscal and financial management organization.

**B. ECONOMIC STABILITY, GROWTH AND DIVERSIFICATION**

1. Restoration of economic growth and achievement of an annual average economic growth rate of 8%.

2. Restoration of full employment, with a maximum unemployment rate of 5%.

3. Control of inflation and achievement of a modest average inflation rate of 4%.

4. Further growth in per capita GDP and improvement in the distribution of income.

5. Evaluation of investment policy and practice, the investment approval mechanism, and the business licensing system, and introduction of a formal investment policy statement, legislation, regulations, administrative rules and procedures.
6. Specification and implementation of a programme of support, guidance, protection and incentives for Anguillian entrepreneurs investing in and leading major businesses in all sectors of the economy and in controlling sectors reserved for Anguillian businesses.

7. Expansion of the role of the Anguilla Development Board and increase in its lending resources to finance borrowers venturing into businesses in international finance and business, new technologies, renewable and environmentally sustainable technology, the arts and entertainment and intellectual property.

8. Institutional reform, development and capacity building in the areas of economic planning, investment promotion and management, public sector investment programming and capital budgeting, project planning and management.

9. Review and updating of policy, legislation and regulations for the promotion and development of industry.

10. Evaluation of the legislation and regulations and the application of quality standards in industry and trade, and development of a coordinated and centralized industrial and commercial standards administration function.

---

**THE TOURISM INDUSTRY**

**Vision 2015**

The tourism industry will have rebounded and will continue to be the lead sector driving economic development in Anguilla.

**PRINCIPAL STRATEGIC OBJECTIVES FOR TOURISM**

The worldwide tourism industry was badly affected by the worldwide recession. Travel by Americans who constitute 60% of Anguilla’s tourists declined in the last two years. Anguilla’s tourism figures declined as a result. Tourism will rebound and return to growth worldwide in the next five years. Proper steps need to be taken by the Government of Anguilla to ensure that our tourism industry recovers and grows along with the industry in the rest of the world during the next few years. The United Front’s strategic objectives and programme priorities are to:

1. Promote and facilitate the successful completion and operation of tourism accommodation projects under construction prior to 2010 by their owners or the divestment partially or totally of these projects to new investors to complete and operate.

2. Facilitate Anguillian investors to finance, build and operate tourism projects approved prior to 2010 including joint venture with foreign investors.

3. Identify and promote investment in ventures that diversify the tourism product.

4. Expand and diversify tourism markets, marketing and promotion programmes and the marketing budget.

5. Develop, legislate and apply internationally recognized tourism industry quality standards, licensing and regulation systems to maintain and enhance product quality.

6. Expand access and opportunities for the people of Anguilla to be trained and to develop their knowledge, skills and abilities in the various
hospitality trades and professions and to be given first preference for employment in these trades and professions.

7. Review, specify and implement a policy that promotes and facilitates total and majority Anguillian ownership of businesses in the tourism industry; minority Anguillian joint venture ownership with foreign partners of tourism businesses; and specify restrictions on foreign ownership of tourism businesses consistent with the policy.

8. Work with the private sector to create greater access for Anguillian investors in tourism to financial resources, especially concessionary loans, venture capital and equity capital.

9. Expand and diversify the tourism industry’s contribution to the Government’s revenues.

10. Improve air and sea access to Anguilla.

11. Promote small scale luxury cruise tourism.

PROGRAMME PRIORITIES

A. TOURISM PLANNING, MANAGEMENT AND REGULATION

1. Complete the review and update of Tourism Policy and publish the updated policy.

2. Enact legislation, regulations, minimum standards and guidelines for the promotion, development, licensing, operation and quality assurance of tourism facilities and development of the industry as a whole.

3. Review and publish an updated policy, and enact legislation and regulations for villa rental, beach vending, wages in the hotel and restaurant sector, vacation real estate and vacation accommodation rights ownership, provision of public conveniences and facilities at beaches and other public tourism venues.

4. Complete the institutional review of the Tourist Board and the management structure of the Tourism Ministry, develop and implement an organization development and strengthening plan for the management and marketing of tourism.

5. Complete and implement a new Tourism Sector Development Plan.

6. Complete and implement a new Tourism Marketing plan.

7. Strengthen the Charming Escapes Collection programme geared especially to benefit small Anguillian owned tourism accommodations.

8. Promote investment in and the development of sports and recreation, events and festivals, conventions and incentives, health, arts and entertainment, food and music festivals and eco-tourism.

9. Review and update policy and strategy on phasing the increase in the supply of tourism accommodations and the phasing of investment in and construction of tourism projects taking into account projected demand, carrying capacities, promotion of investment by Anguillian entrepreneurs, labour market supply and access to Anguilla.

10. Review and update the cruise tourism policy, prepare and implement a cruise promotion and development strategy and programme to expand the small scale luxury cruise tourism sector in Anguilla.

11. Promote the development of tourism focused wholesale and retail businesses.

12. Increase investment in the improvement and expansion of the technical, scientific, professional and managerial capacity and human capital of Anguillians in tourism.
B. TOURISM PHYSICAL PLANT AND INFRASTRUCTURE

The AUF Government between 2000 and 2009 negotiated a series of luxury tourism investment agreements for tourism resorts that would add up to 3,000 hotel rooms to Anguilla’s inventory by 2025. The only resort completed was Viceroy Resort and Residences. Priority will be given to facilitating completion of the projects that follow.

Major Anguillian Owned/Controlled Accommodation Projects

1. Royale Caribbean Resort:
Engage with the Anguillian proprietors of Royale Caribbean Resort at Swing High to facilitate and support their completion, opening and successful operation of the property as a leading venue for meetings, conferences and conventions.

2. Shoal Bay
The modest sized Shoal Bay Project will add luxury condominiums and villas to the mix of accommodations available at Shoal Bay East with up to 55 condo and villa units. The AUF Government will facilitate the implementation of this project in accordance with the MOA signed with its owners.

3. Conch Bay Development
Support and facilitate the principals of the Conch Bay Development Project at the Forest Estate as they reset their project development strategies in the wake of the global financial and economic crisis of 2008-2009 and continue to implement the project.

4. Rendezvous Bay Resort
Work with the proprietors of Rendezvous Bay Resort to enable them to implement their plans to expand and redevelop the Rendezvous Bay Hotel and increase the contribution that this property and the Gumbs family has been making to Anguilla’s tourism industry.

Major Accommodation Projects by Investors from Overseas

1. Temenos Resort and Residences (Flag Luxury Properties):
Intervention to ensure satisfactory resolution of the issues arising from the collapse of the Temenos Project, particularly settlement of debts to Anguillian vendors and service providers; resumption and completion of construction; opening and operation of the property as one of Anguilla’s premier luxury resorts and vacation residential properties.

2. Cap Juluca Hotel
Facilitate completion of the refurbishing of the existing Cap Juluca accommodations and the planning and implementation of the first phase of the expansion project in accordance with the Cap Juluca MOA with the new owners.

3. Altamer Resort
This project includes a mega yacht marina. The marina would be a significant addition to Anguilla’s tourism plant and would contribute greatly to the further diversify our tourism product. The AUF will encourage the developers to give priority to the development of the mega yacht marina as the first phase of the project within the next five years.

4. Crocus Bay Resort
Facilitate completion, opening and operation of this small hotel project that will contribute to the reduction in the concentration of the accommodation assets in the western third of Anguilla.

5. Savannah and Sile Bay Tourism Project
Review the Savannah Bay and Sile Bay Tourism Project.
Other Accommodations, Marine Parks, Beach Access and Public Facilities

1. Restoration of Defunct Properties
Review defunct hotel and other accommodation properties and develop a policy, strategy and programme to promote and facilitate their restoration and redevelopment, including:
   i. Mariners Hotel
   ii. Seagrape Resort
   iii. Fountain Beach Hotel

2. National Park and Reserve at the Cove
Prepare a phased development plan and investment programme for the creation of the Cove National Park and Reserve and organize the first phase of development of the Park, on lands returned to the Anguilla Government in the Memorandum of Agreement with the new owners of Cap Juluca.

3. Fountain National Park
Review the feasibility study on the development of the Fountain National Park and the status of the project and of the Fountain National Park Corporation, revise the strategy and plan for the creation of the Park and commence its development.

4. Marine Parks and Reserves
Review the policy and strategy for the identification, declaration, development, operation and maintenance of marine parks and reserves as environmentally and economically sustainable public resources and amenities.

5. Public Use Assets and Amenities
Promote and facilitate the creation of assets and amenities for use by the public at beaches, other tourism sites and other public places and venues, for use by residents and visitors including designated games areas, facilities for picnics, recreational fishing, bird watching; walking, cycling and horseback riding; public gardens and menageries.

6. Public Access to Beaches, Public Parking
Continue the programme to ensure that public road access and designated parking are provided to all beaches in particular those on which tourism accommodations are located.

7. Public Toilets, Change Rooms etc.
Review the policy on the provision of public toilets, change rooms and related conveniences, expand and upgrade the provision of public toilets and change rooms at beaches and other public venues.

8. Public Picnic Facilities at Beaches
Facilitate and ensure the development of public picnic facilities at beaches and partner with hotels to ensure that such facilities are built on beaches where hotels are located with their financial input.

C. SKILLS AND PROFESSIONS FOR THE TOURISM INDUSTRY
An adequate supply of skills and professions required to staff the various businesses engaged in the provision of tourism services is critical to the continued growth and progress of the tourism industry. The AUF’s priorities in this regard will be:

1. Development of the Hospitality Training Centre of the Anguilla Community College and increase in access to adult and continuing education in hospitality trades and skills, hotel administration and management, personal care services and professions, recreational services, sailing and marine vocations, and travel services.

2. Review and upgrading of provision for and access to technical and vocational education and training in hospitality, construction and construction maintenance trades and skills, personal care skills and trades, the arts and entertainment, sailing and marine skills and training at the secondary level.
3. The conduct of a tourism human resource demand assessment to supply the short, medium and long term human resource needs of the tourism industry.

4. Development of a general policy statement and the strengthening of labour legislation and regulations requiring of hoteliers programmes to develop, strengthen and diversify the skills, knowledge and experience of their employees who are belongers of Anguilla, improve their chances for promotion, and groom them for such promotion.

5. Review and updating of the work permit policy, legislation and regulations as they relate to the recruitment of employees from overseas to fill vacant positions in tourism establishments for which no Anguillians can be found.

6. Review current methods of recruiting Anguillians trained, skilled and experienced in trades and professions demanded in the tourist industry and with the input of the industry develop and implement a sustained programme to recruit Anguillians to fill vacancies in tourism, which no Anguillians residing in Anguilla are available to fill.

7. Review, in collaboration with tourism industry partners, the strategy for funding and accessing overseas technical and professional tertiary education and training in hospitality and allied trades and professions and implement revised policy and strategy to increase access to such training.

8. Needs assessment, development and implementation of an apprenticeship system for the hospitality and allied trades.

9. Needs assessment, planning and establishment of a system of nationally accredited technical and professional certification and registration in hospitality and allied trades in consultation with the Community College and the tourism industry partners.

10. Promote the establishment of an endowment fund for education and training in hospitality and allied trades and professions.

11. Develop and implement rules and procedures governing the development and implementation by hoteliers and other tourism establishments of structured and formal understudy and apprenticeship programmes.

D. TOURISM ANCILLARY SERVICES

The AUF will restrict participation by foreign investors in ancillary services, reserving such services primarily for investment by Anguillians.

1. The AUF will place emphasis on promoting and enabling Anguillian investment in tourism allied services including restaurants and catering services, taxi services, car rentals, bus transportation, sightseeing, travel and tours, destination management services, beauty, personal care, health and fitness services, fishing, snorkeling and scuba diving, yacht chartering, ferry services, sports, the arts and entertainment, photography and videography, shops and boutiques, real estate agencies, villa rental and management services, plant nurseries and landscaping.

2. The AUF will also promote and exploit Anguilla’s competitive potential as:

   i) a centre of excellence in the culinary arts;
   
   ii) a location with a concentration of art studios and art galleries and as a haven for painters in particular and visual artists in general;
   
   iii) an enabling environment for the development, performance and marketing of Anguillian and Caribbean music in particular and music in general;
iv) an enabling environment for artists, designers of all kinds, song writers, musicians, software programmers and engineers and creative persons in general to create new intellectual property products.

3. The feasibility of designating and developing special tourism development zones/areas will be assessed with special reference to:
   i) Sandy Ground.
   ii) The Blowing Point Port and water front area.

INTERNATIONAL FINANCE AND BUSINESS

Vision 2015

International finance and business will be diversifying and growing significantly, and increasing its contribution to the economy.

PRINCIPAL STRATEGIC OBJECTIVES FOR INTERNATIONAL FINANCE AND BUSINESS

The AUF Government of 2000 – 2009 updated and modernized the legal framework for the establishment of a vibrant and competitive international financial and business services industry. The Government ensured that the necessary responses were made to various major regulatory and market challenges that the industry has faced in the last ten years in order to position it to take off into sustainable growth. The AUF will promote and facilitate the growth and diversification of the industry by investing significant resources into:

1. Ongoing policy, legal, regulatory, governance and institutional development in conformity with international guidelines and observance of international standards.

2. Ongoing development and diversification of financial and business products.

3. Strengthened and increased collaboration and partnership between the Government and industry partners.

4. Increased investment in marketing and promotion and its administration by a joint public-private sector marketing, promotion and business development organization.

5. Capacity building among Anguillians as business owners, managers and employees in the management and operation of businesses in the international finance and business sector.

6. Promotion of Anguillian investment in all segments of the industry and of inward investment, independently and via joint ventures with Anguillians, to grow the sector.

7. Utilization of ICT to deliver enhanced services quickly, efficiently and cheaply.

8. Increased investment into the improvement and expansion of the technical, scientific, professional and managerial capacity and human capital of Anguillians in the international finance and business sector.

PROGRAMME PRIORITIES

» Ensure conformity of the sector with internationally agreed standards and benchmarks for the operation and governance of Anguilla’s international finance and business industry by acceding to the various international and bilateral agreements and mutual review and monitoring, and maintaining Anguilla’s position on the “white list” of countries engaged in international banking, financial and business services.

» Ongoing research, design, development and updating the policy, institutional, legal and regulatory framework governing Anguilla’s international finance and business industry to maintain and enhance Anguilla’s competitiveness.

» Develop and implement an expanded, joint public-private sector promotion and marketing strategy, plan, budget and organization.
» Strengthen the Registry of Commercial Activities including the upgrade of the ACORN system and the creation and implementation of a strategy for its continuous upgrading.

» Develop and aggressively promote and market the industry, its products and services including but not limited to:
   
i) Companies and related corporate vehicles
   ii) Mutual funds
   iii) Captive insurance
   iv) Trusts and trust funds
   v) Financial and investment products
   vi) Commercial, trade mark and patent registries
   vii) Foundations and charitable funds

» Promote new investment by Anguillian and foreign investors in the establishment of international finance and business firms including:
   
i) Company formation and management
   ii) Wealth management
   iii) Mutual fund management
   iv) Captive insurance underwriting
   v) Private, investment and merchant banking
   vi) Trust formation and administration
   vii) Accounting, auditing and financial advice
   viii) Legal services

» Facilitate and incentivize Anguillians in establishing and developing international finance and business enterprises.

» Provision of education and training through the Community College and other institutional and delivery arrangements in banking and finance, insurance, company management, international finance and business, and allied services.

» Develop, market and license the ACORN system and technology to organizations wishing to deploy the system and technology in the operation of their businesses.

» Conduct feasibility studies on the establishment and operation of a specialized international yacht registry and a specialized private jet registry.

» Research the feasibility of promoting Anguilla as a location for scientific research and the establishment of international research facilities.

» Investigate and promote low volume high value niche products for export.

» Establish a specialized copyright and intellectual property office to manage and promote the copyright and intellectual property registry.
DOMESTIC AND SUB-REGIONAL BANKING AND FINANCE

Vision 2015

The domestic and subregional banking and financial services sector will be strong, helping to empower Anguillians economically; and will continue as a major contributor to the economy

PRINCIPAL STRATEGIC OBJECTIVES

1. Expand development banking services and increase access to development bank funding.

2. Diversify the methods and sources of Government borrowing with particular emphasis on the use of capital market instruments and use of the Eastern Caribbean Securities Exchange (ECSE) to raise investment and working capital.

3. Facilitate and regulate the growth of capital market activity by Anguillian firms so as to promote and maintain Anguillian majority ownership of major businesses in strategic sectors of the economy.

4. Develop and strengthen the local insurance industry and improve regulation.

5. Improve and strengthen the legal and institutional framework for the growth and diversification of domestic banking, insurance and non-bank financial services.

6. Collaborate with the ECCB and the banking industry of Anguilla to ensure the long term stability of the domestic banking and finance industry and to promote its sustained growth and development.

PROGRAMME PRIORITIES

» Develop and strengthen the Financial Services Commission’s regulatory role in the domestic non-bank finance and insurance industry.

» Strengthen the regulation of the insurance industry on a harmonized basis with the other OECS Governments, including implementation of a system of statutory insurance reserves to improve solvency and the protection of policy holders.

» Issue government treasury bills to help fund short term working capital requirements and bonds to finance projects in the public sector investment programme.

» Participate with the other OECS governments, the ECCB and the OECS Secretariat in the refinement and implementation of the OECS/ECCU economic and financial recovery and growth strategy.

» Review and take action on the report and recommendations of the 2009 mutual evaluation of Anguilla’s financial system.

» Promote and support the development of the insurance industry on Anguilla and update and enforce Insurance Act and regulations.

» Facilitate and stimulate the achievement and maintenance of adequate liquidity in Anguilla’s banking sector and increased domestic lending in the Anguillian economy by commercial banks, development banks (such as the Caribbean Development Bank and the European Investment Bank) and other private lenders.

» Develop policy and enact legislation and regulations to restrict access to shareholding in Anguillian incorporated companies, by nationals and institutions of other countries in industries including but not limited to banking, insurance, electricity generation and supply, and telecommunications.

» Strengthen and develop the organizational effectiveness, operational and regulatory systems, and human resource capacity of the insurance industry.
DEVELOPMENT OF THE CONSTRUCTION INDUSTRY

Vision 2015

The construction industry will be growing, with full employment of construction labour, existing and new Anguillian construction firms and related businesses will continue to be leaders in the industry.

PRINCIPAL STRATEGIC OBJECTIVES FOR THE CONSTRUCTION INDUSTRY

The AUF has implemented policies to stimulate the establishment and growth of Anguillian owned construction businesses and will continue to do so. We will:

1. Provide increased access to and certification in improved and expanded secondary, tertiary, adult and continuing education and training in construction skills, trades and professions in Anguilla.

2. Encourage the growth of Anguillian owned and controlled construction firms and genuine and legal joint ventures between Anguillian and foreign construction businesses and institute policies that promote and protect such establishment and growth.

3. Facilitate and provide incentives to construction enterprises to research, test and use alternative construction materials and methods to reduce costs to Anguillian consumers and adopt green building techniques to reduce carbon production and greenhouse effects.

4. Restrict the entry by non-Anguillian investors into the domestic manufacture of construction materials, provision of services and the trade in construction materials.

PROGRAMME PRIORITIES

» Establishment of a faculty of the Anguilla Community College in construction and engineering skills, trades and professions.

» Create and commence implementation of a system of national certification that is based on international standards and is recognized internationally, in construction, mechanical, architectural, electrical, quantity surveying, and air conditioning trades and professions.

» Development of an apprenticeship system including a policy statement, legislation, regulations, training programmes and administrative arrangements.

» Review building standards, strengthen and expand the system of licensing and permitting of construction projects and for monitoring and enforcing standards.

» Review and improve the system of licensing of construction firms and firms in the allied construction professions, give preference to licensing Anguillian firms and Anguillian joint ventures with overseas firms and restrict the licensing of non-Anguillian firms in such fields.

» Require all approved foreign owned construction projects to obtain construction goods and services from Anguillian suppliers, provided they have the capacity to provide the goods and services and can do so competitively.

» Encourage the use of a variety of financing methods and sources, in addition to bank financing, to increase the supply of finance available to the construction sector.

» Promote planned real estate projects including residential housing, office complexes, shopping malls and plazas.

» Promote experimentation and testing of new more productive and lower cost building methods and materials to reduce the unit cost of construction while maintaining or improving the quality and resistance of structures to the elements and to major hazards.
SUSTAINABLE FISCAL AND ECONOMIC MANAGEMENT, GROWTH AND DEVELOPMENT
PART 2: ECONOMIC DIVERSIFICATION – OTHER INDUSTRIES

Long term vision:
Diversification of the Anguillian economy will be achieved with significant contributions to output, employment and income from agriculture, fisheries, manufacturing, arts and craft production, the arts and entertainment, information technology and e-commerce and wholesale and retail trade.

DEVELOPMENT AND DIVERSIFICATION OF INDUSTRY

Vision 2015:

Agriculture and fisheries output will be increased; a larger quantity and variety of locally made goods will be produced; marketing of arts and craft will be improved; the music and performing arts industry will be expanded and generating significant returns; information technology and e-commerce will be growing; Anguillian businessmen will be continuing to dominate in the wholesale and retail trade.

PRINCIPAL STRATEGIC OBJECTIVES FOR THE DEVELOPMENT AND DIVERSIFICATION OF INDUSTRY

Diversification of industry is an important strategy for strengthening Anguilla’s economy. The AUF Government will make this a priority.

1. Promotion and facilitation of domestic production for the replacement and substitution of imports to increase the level self sufficiency and security, particularly food security.

2. Stimulation of development and diversification of manufacturing industry and products.

3. Promotion and facilitation of export production to earn foreign exchange and improve the balance of trade.

4. Promotion and demonstration of small scale, low carbon impact, renewable, and clean technologies for use in manufacturing in Anguilla.

5. Provision of increased access to soft loans, other forms of concessionary finance and technical assistance for the expansion and diversification of manufacturing.


7. Achievement of improved access to and sourcing of quality inputs at affordable cost.

8. Creation of a centre for business information, advice and other services on industry.

9. Encouragement of conservation of non-renewable natural resources and the sustainable use and management of renewable natural resources.

10. Focus on small scale, low volume, high value assembly, manufacturing and processing.

11. Cooperation with the private sector.
12. Assessment of the marketing needs of manufacturing enterprises and development of a marketing strategy for manufacturing as a whole.

13. Review and analysis of the application of industrial standards in Anguilla and recommendation of programme plans to upgrade the system.

PROGRAMME PRIORITIES

A. AGRICULTURE AND AGRI-BUSINESS

1. Preparation and implementation of a strategic plan for agriculture and agribusiness including the provision of business planning, financing, management, production and marketing advice, training services and facilities, jointly with the National Farmers Association and other related organizations.

2. Expansion of vegetable production to meet domestic demand and for export, using drip irrigation and other low technology hydroponic and organic production methods.

3. Development and implementation of an agricultural marketing strategy and programme.

4. Establishment of a production incentive and assistance programme for farmers covering finance, inputs, taxes concessions and training.

5. Negotiation and implementation of a cooperation agreement between the Government (Ministry of Agriculture) and the National Farmers Association and between the government and the Anguilla Beautification (ABC) Club.

6. Preparation and implementation of an institutional strengthening project for the Department of Agriculture to better equip it to manage the strategic plan for agriculture and agri-business.

7. Preparation of a feasibility study and development plan for a national botanical garden.

8. Demonstration and promotion of improved methods of preserving surplus crops and processing them into manufactured goods.

9. A structured NGO-public-private programme including the planting of ornamental plants and trees, development of tree crops, and afforestation.

10. Review the condition and operations of the produce market in the Valley, The People’s Market, and prepare plans for and implement an up to date centralized produce marketing facility in the Valley.

11. Review poultry and livestock production and promote improvements in production methods.

12. Review, update and undertake the existing project for the development of an abattoir.
B. FISHING AND MARINE INDUSTRIES

1. Review, approval and implementation of a strategic Fisheries and Marine Resources Management and Development Plan.

2. Development and strengthening of the Department of Fisheries and Marine Resources and increase in the resources allocated to the Department.

3. Programme of conservation of the inshore fishery and marine resources including continued protection of the endangered turtle and protection of other endangered species.

4. Development of the deep sea fishing industry for local consumption and export.

5. Feasibility study on the processing and export of fish and the establishment of a processing and marketing facility.

6. Review, strengthening and expansion of the system and the operations of marine parks.

7. Assessment of the challenges affecting fishermen and establishment of an assistance programme improving access to concessionary finance, exposure to catching and processing methods, as well as the provision of tax concessions, training and advice.

8. Increased surveillance, research and data gathering by the Department of Fisheries and Marine Resources and by consultants contracted to undertake specific projects.

9. Review the existing means of radio communication used by fishermen and other marine traffic, as well as the overall maritime search and rescue system, establish a radio communication network for fishermen, strengthen and extend the search and rescue system to cover fishermen.

10. Strengthen the system for licensing fishermen and monitoring fishing, develop and implement a strategy for policing Anguilla’s fishing zone.

11. Explore the feasibility of concluding government to government fishing agreements to exploit Anguilla’s offshore fishing resources.

12. Encourage and assist Anguillian fishermen to form a national association of fishermen.

13. Promote salt water fish farming and the farming of other marine products.

C. MANUFACTURING

1. Assessment of the policy and record of promoting and supporting manufacturing industry, publication of an updated policy, determination and implementation of a programme to stimulate small scale, low volume high value industries.

2. Commission a study on the feasibility of developing a small fish processing plant that meets the international standards for the export of fish.

3. Provision of protection and incentives for the expansion of existing and development of new manufacturing businesses.

4. Secure development loan funding for setting up and operating manufacturing businesses at concessionary interest rates and equity funding for investing in such enterprises, to increase the availability of finance for manufacturing.

5. Commission research on the feasibility of setting up small manufacturing industries and prepare investment/business profiles to assist entrepreneurs.
6. Increase access to technical and vocational education and training in skills and knowledge needed in manufacturing.

7. Encourage and incentivize the use of low carbon, small scale, renewable technologies.

8. Put in place a programme to enable manufacturing enterprises to achieve sustainability and growth including the production of aggregate, sand, readymix concrete, asphalt, blocks, stone tiles, metal roofing, bottled water and drinks, boats, furniture, printing.

9. Promote the restoration of the salt industry.

D. ARTS AND CRAFT INDUSTRY

1. Conduct of a production and marketing study on the potential of the arts and craft industry and on strategies for its growth and diversification.

2. Design and implementation of a programme to stimulate and provide finance and incentives for the production of arts and craft.

3. Creation of a coordinated, organized and structured system for marketing arts and craft.

4. Expansion of access to technical and professional education and training in arts and craft at all levels of the education system, in particular at the tertiary level through the Community College.

5. Implementation of protection measures, tax concessions and other incentives for the arts and crafts and cottage industry.

E. ARTS AND ENTERTAINMENT

1. Development of an enabling policy and legal framework and institutional system for the growth of an arts and entertainment industry especially music, dance and film.

2. Expansion of access to education and training in the performing, literary and visual arts.

3. Commissioning of a study and preparation of a plan for developing an arts and entertainment industry in Anguilla.

4. Facilitation of the establishment of state of the art music studios.

5. Promotion of wholly owned Anguillian enterprises and joint venture enterprises among Anguillian, Caribbean, US and other investors in the arts and entertainment industry.

6. Revision of Anguilla’s intellectual property laws and regulations to conform to international standards and accession of Anguilla to the international conventions on copyright and intellectual property rights in general.

7. Determination and implementation of a stimulus and empowerment programme for Anguillian investment in the Arts and Entertainment, inclusive of facilities for the various forms of artistic expression.
F. INFORMATION TECHNOLOGY AND E-COMMERCE

1. Update the Government’s internal e-commerce strategy and continue the strategy and programmes aimed at maximizing the Government’s use of ICT to deliver its services.

2. Approval and publication of an up to date e-commerce policy.

3. Enactment of a full suite of e-commerce enabling legislation and regulations.

4. Review the arrangements for the administration Anguilla’s top level country code domain registry and make adjustments to improve its administration.

5. Establish a Government – private sector E-commerce Advisory Council to provide advice to the E-commerce minister on the development and regulation of the industry.

6. Promote and encourage the private sector to undertake the development and expansion of the technology infrastructure for e-commerce including investment in a second fibre optic undersea high speed broadband cable connecting to Anguilla; an e-commerce and technology park; increased wireless broadband capacity; data processing centres; and commercialization of the ACORN system and technology.

7. Increase access to tertiary ICT training via the Community College and other on island post secondary education and training programmes.

G. WHOLESALE AND RETAIL TRADE

1. Introduction of a formal policy and necessary legislation to restrict the entry of foreign owned and controlled businesses into the wholesale and retail trade and stem the steady dilution of Anguillian ownership and control of this sector of business.

2. Review and update the policy and strategy on the development of an Anguilla segment of the worldwide duty free shopping industry and increase support for the entry of Anguillians into this business on their own or in joint ventures with foreign partners.

3. Strengthen cooperation with the Anguilla Chamber of Commerce.

4. Review and update the laws regulating the licensing, standards and operations of wholesale and retail businesses.

5. Undertake an analysis and enact legislation and regulations to prevent and control the practice of “fronting” for business persons and other harmful business practices.

6. Formalize the policy of granting tax and other waivers to Anguillian belongers engaged in developing multi-million dollar wholesale and retail stores, shopping plazas and malls.
ECONOMIC STABILIZATION, ADJUSTMENT AND GROWTH STRATEGY 2010 – 2012

PRINCIPAL STRATEGIC OBJECTIVES

Stabilization and adjustment will create favourable conditions for growth and full employment in the economy. Growth will require public and private sector investment in expansionary projects. The Anguilla United Front will pursue multiple initiatives concurrently in the first three years of the new term in office, 2010 – 2012, focusing on the following:

1. Rebalancing of the Government’s recurrent Budget to equalize recurrent expenditure to recurrent revenue followed by the achievement of recurrent surpluses by 2013.

2. Improvement in efficiency and increase in productivity in the collection of Government revenue and achievement of higher rates of revenue collection, as percentages of the revenue due and payable to the Government.

3. Improvement in the management of recurrent expenditure to achieve increased output and value per dollar spent to deliver Government services, maintenance of core services at existing levels, reduction of expenditure on non-essential and non-core services and freezing of increases in recurrent expenditure until budgetary balance has been restored.

4. Increasing the Government’s investment in infrastructure projects.

5. Stimulation of private sector investment in tourism and in other sectors of the economy including international financial and business services, construction, and manufacturing. as the primary means to restore growth.

6. Facilitation of economic diversification to increase output in sectors other than Tourism.

PROGRAMME PRIORITIES TO RESTORE GROWTH

A. PUBLIC SECTOR INITIATIVES

1. Construction of a 600 foot Runway End Safety Area at the eastern end of the Airport.

2. Completion of the Blowing Point Port redevelopment project.


4. The road and drainage improvement project for the Valley commercial and administrative centre.

5. Increase in the financial resources of the Anguilla Development Board for lending for small business development.

B. STABILIZATION AND ADJUSTMENT

1. Maximization of revenue collection from existing sources including arrears.

2. Implementation of austerity measures to contain expenditure and cut waste.

3. Utilization of government borrowing and alternative financing methods to fund the Government’s Public Sector Investment Programme.

PRIVATE SECTOR INVESTMENT

1. Collaboration with tourism enterprises to restore and expand visitor traffic.

2. Collaboration with and facilitation of approved Anguillian owned tourism projects.

3. Resolution of the Temenos Resort situation and completion of the project.

4. Promote increased lending by the commercial banks for bankable projects.
FURTHER IMPROVEMENT AND EXPANSION OF ANGUILLA’S PHYSICAL INFRASTRUCTURE

Long term vision:
Paved and asphalted roads will adequately serve the needs of the community and of the economy; Wallblake Airport will meet civil aviation standards and operate effectively within the Anguilla Air and Seaport Authority; ferry passengers will enjoy the amenities of modern facilities at the Blowing Point Port; the Corito cargo port will be operating smoothly, driving commercial development in the Corito zone.

IMPROVEMENT AND EXPANSION OF AIRPORT SYSTEM AND SERVICES

Vision 2015:
Urgent improvements to Wallblake Airport will be made and the facility will be operating effectively within the Anguilla Air and Seaport Authority.

PRINCIPAL STRATEGIC OBJECTIVES FOR AIRPORT SERVICES

The extension of the Wallblake Airport runway by the AUF Government in 2004 has generated significant private jet traffic, serviced by a fixed base operation (FBO). A 600 foot Runway End Safety Area (RESA) at the eastern end of the runway is urgently needed. The FBO operator needs to construct permanent facilities. The Air and Seaport Authority is being set up and the Airport Department needs to be transferred and integrated into it. The AUF has determined its key objectives and priorities for the improvement and transformation of the Airport Department.

1. Corporatization of the Airport Department and vesting of Wallblake Airport in the newly established Anguilla Air and Seaport Authority.

2. Mandate the Port Authority to master plan the Airport reserve to include a commercial zone, promote and facilitate the development of complementary commerce in the zone.

3. Cooperate with the Port Authority on a financial model for Wallblake Airport to provide it with the scope to maximize revenue generation from the Airport and control costs.

4. Finance improvements and additions to the Airport runway and other facilities to meet international aviation safety standards for its use by identified models of aircraft.
PROGRAMME PRIORITIES

» Completion of arrangements to pay compensation for the acquisition of land for Wallblake Airport from the Forest Estate.

» Construction of a 600 foot Runway End Safety Area (RESA) at the eastern end of the Wallblake Airport runway to meet international aviation safety standards for identified models of aircraft.

» Settlement of all outstanding Airport Expansion resettlement compensation claims.

» Facilitation of the building of an FBO facility at Wallblake Airport by Lloyds Aviation.

» Collaboration with the Port Authority to promote and facilitate the establishment of paid vehicle parking at the Airport.

» Transfer of the assets of the Airport to the Port Authority, its transformation into an operating division of the Port Authority and institutional development of the division.

» Participation in the Port Authority’s review and updating of the Airport Master Plan.

» Facilitation of the creation of an airport commercial zone, including duty free shopping.

» Collaboration with the Port Authority in refining the airport strategic plan and negotiation of a cooperation agreement defining areas of Government support for the Airport.

SEAPORT DEVELOPMENT

Vision 2015:

Passengers will enjoy the amenities and services of a redeveloped Blowing Point ferry port; the corito cargo port will be built and operating; the ports will be vested in and run by the Air and Seaport Authority.

PRINCIPAL STRATEGIC OBJECTIVES FOR SEAPORTS

1. Corporatization of the Seaports Department and vesting of the seaports in the newly established Anguilla Port Authority.

2. Mandate the Port Authority to ensure the inclusion in the Blowing Point Port and Corito Port master plans of ample land reserves for a complementary commerce zone.

3. Work with the Port Authority on a suitable financial model for the seaports to enable it to maximize revenue generation and control costs.

4. Finance the Port Authority’s capital budget in accordance with the terms of an agreement between the Government and the Port Authority.

PROGRAMME PRIORITIES

1. Completion of the Blowing Point Port redevelopment and expansion project.

2. Promotion of public-private sector commercial waterfront development at Blowing Point.

3. Implementation of the first phase of development of the cargo port at Corito Bay.

4. Transfer of the assets of the seaports, transformation of the Seaports Department into a division of the Port Authority and institutional development of the division.

5. Establishment of paid vehicle parking.
6. Creation of seaport commercial zones, including duty free zones.

7. Collaboration with the Air and Seaport Authority on its port development strategic plan and negotiation of areas of Government support for the development of the ports.

8. Collaborate with the Air and Seaport Authority in raising and underwriting loan financing for the Blowing Point Port and Corito Port development projects.

ROAD AND DRAINAGE DEVELOPMENT

Vision 2015:

Additional roads will be improved, extending the network of paved and asphalted roads serving the needs of the community and the economy.

PRINCIPAL ROAD AND DRAINAGE DEVELOPMENT STRATEGIES

The AUF Government over the last ten years has achieved an outstanding record in the expansion, improvement and modernization of Anguilla’s road network. We will continue this record in 2010 – 2015. The AUF is committed in 2010 - 2015 to:

1. Continued asphalt paving of the main road network and of access roads to new and/or expanding commercial development areas, and bitumen paving of gravel roads.

2. Improved and timely maintenance and repair of the gravel and paved road network.

3. Increased investment in road drainage and other key drainage works.

4. Increase recurrent budget allocations for road maintenance and repair.

PROGRAMME PRIORITIES

» Revise and update the road and drainage development programme.

» Implement the Valley road and drainage improvement project for the Valley commercial and administrative area.

» Upgrade the Farrington-Tanglewood-Forest Bay-Corito Port road.

» Develop the road around the eastern end of the Airport from Rey Hill-Forest Bay-Corito, the Rey Hill-Mahogany Tree road and the Rey Hill-Tanglewood road.

» Improve residential roads in all districts of Anguilla and development roads to all areas undergoing commercial development.

» Strengthen the Roads and Drainage organization of the Government and build its technical, managerial and professional capacity.
Review and implement the drainage strategy for Sandy Ground.

Develop and implement a sustainable financing strategy for road maintenance.

Strengthen the standards, materials testing facilities and institutional arrangements for quality control of road construction.

Promote Anguillian enterprises and joint ventures in roads and drainage development.

Implement the road and drainage improvement project for the Downtown Valley Development Area.

**DEVELOPMENT OF ANGUILLA’S TRANSPORTATION INDUSTRY**

**PRINCIPAL STRATEGIC OBJECTIVES**

There is an urgent need to improve Anguilla’s transportation systems and promote the growth of the transportation industry. The AUF’s objectives and priorities for this sector are clear.

1. Cooperation with the private sector to study, promote and develop transportation systems.

2. Use of policy and the law to enable development of Anguilla’s transportation industry.

3. Encourage private sector investment in shipping industry services, air transportation and land transportation services.

**PROGRAMME PRIORITIES**

**SEA TRANSPORTATION**

1. Work with the private sector to study the feasibility of redeveloping an Anguilla based and substantially Anguillian owned shipping industry.

2. Develop an internationally competitive small ships register including luxury yachts.

3. Promote, establish and apply improved standards and work with ferry owners and operators to achieve further improvement in the ferry service.

4. Determine the feasibility of introducing an incentives programme to stimulate investment in new Anguillian owned and Anguilla based shipping enterprises.

5. Promote Anguillian owned and Anguilla based providers of shipping services and shipping ancillary services.

6. Review shipping policy, law and regulations.

7. Promote and provide support for technical and professional training in shipping industry skills and professions.

**AIR TRANSPORTATION**

1. Promotion of air cargo services.

2. Expansion of airline seats (scheduled and charter) available on routes to Anguilla.

3. Support the creation and development of thriving Anguillian owned and Anguilla based airline and air services businesses.

4. Facilitation of the development of a fixed base operation at Wallblake Airport by Lloyd’s Aviation, providing services to private aircraft operators flying to Anguilla.

5. Encourage and assist with the creation of an Anguilla Pilots Association.
LAND TRANSPORTATION

1. Promote and support an island wide affordable national bus service.

2. Promote and facilitate the transition from vehicles powered exclusively by petroleum fuels to hybrid vehicles and other vehicles using alternative power sources.

3. Apply approved energy independence policy guidelines and standards to the regulation of land transport.

4. Provide support and assistance to strengthen the Anguilla Taxi Association.

DEVELOPMENT OF ANGUILLA’S UTILITIES AND INFORMATION TECHNOLOGY INFRASTRUCTURE

Long term vision:

The Anguillian community will have access to affordable and reliable world class electricity, telecommunications, information technology and water services from financially sound corporations using environmentally sustainable technologies.

WATER DEVELOPMENT

Vision 2015:

The water corporation will be covering its operating costs and rapidly expanding its customer base.

PRINCIPAL STRATEGIC OBJECTIVES FOR WATER

The creation of the Anguilla Water Corporation is a major achievement of the AUF during its 2005 – 2010 term of office. In 2010 – 2015 we will focus our efforts as follows:

1. Completion of the corporatization of the Water Department and establishment of the Anguilla Water Corporation.

2. Continued provision of technical assistance and institutional support to expand the human capacity of the Water Corporation, strengthen its organizational structure and mechanisms, and improve its managerial and operating systems.

3. Collaboration with the Anguilla Water Corporation in developing and implementing a feasible financial model and strategic plan.
**PROGRAMME PRIORITIES**

» Support the institutional strengthening of the Water Corporation.

» Partner with the Water Corporation to expand water production capacity including promotion of public-private partnerships in production.

» Cooperate with the Water Corporation to extend the water distribution network and increase the customer base.

» Participate in the review and evaluation of the Water Corporation’s business plan and establish a mandate for system improvement.

» Implement the Public Utilities Commission’s regulatory role in relation to the operations of the Water Corporation.

» Collaborate with the Anguilla Water Corporation in raising and underwriting loan financing for the expansion and upgrade of its water production and distribution system.

**DEVELOPMENT OF THE ELECTRICITY SUPPLY**

**Vision 2015:**

A significant percentage of the public electricity supply will be obtained from wind energy and efficiency in the use of electricity will be embraced by the community.

**PRINCIPAL STRATEGIC OBJECTIVES FOR ELECTRICITY**

A technological revolution in the generation and supply of electricity is essential to achieve a long term affordable, reliable and environmentally sustainable supply of electricity. This is essential to combating climate change. Anguilla needs to play its part and the AUF is ready.

1. Cooperation and joint effort between the Government, Anglec and third parties to facilitate Anglec’s transition to affordable renewable energy, particularly wind energy, to supply a significant portion of the electrical energy needs of the Anguillian community.

2. Modification of the legal framework in which Anglec provides the public supply of electricity to incentivize the transition to renewable and affordable energy.

3. Collaboration with the private sector and civil society to implement programmes to maximize energy saving and make this normal behavior in the Anguillian community.
Plan and organize with business and social partners training programmes to enable employees and members of the community to acquire the knowledge and skills required to implement renewable energy technologies to produce electricity.

**TELECOMMUNICATIONS AND BROADCASTING**

**Vision 2015:**

The telecommunications market will remain competitive; internet broadband capacity will be greatly increased; Anguillian businesses will continue to dominate local radio broadcasting and will be the main suppliers of local and Caribbean television broadcasting content.

**PRINCIPAL STRATEGIC OBJECTIVES FOR TELECOMMUNICATIONS AND BROADCASTING**

1. Work with the Public Utilities Commission to improve the regulation of the telecommunications industry.

2. Provide assistance and support for the improvement of Anguillian owned telecommunications and broadcast enterprises.

3. Promote further Anguillian involvement and investment in telecommunications.

**PROGRAMME PRIORITIES**

» Induce the Public Utilities Commission to review telecommunications and ICT rates and charges charged to consumers by the licensed telecommunications providers.

» Promote construction of a second fibre optic undersea cable to greatly increase broadband capacity in Anguilla and provide a second international ICT gateway for Anguilla.

» Implement a closed telecommunications system for the Government to reduce its costs.

» Commission a feasibility study on the transformation of Radio Anguilla into an autonomous government owned broadcast enterprise.

» Revise broadcast policy, legislation and regulations.

» Strengthen the PUC’s telecommunications regulatory functions.

» Review of the licensing policy, law and procedures for television broadcasters.

» Commission an evaluation of the telecommunications industry since the introduction of competition into the industry.
CONSTITUTIONAL AND ELECTORAL REFORM

PRINCIPAL STRATEGIC OBJECTIVES

1. Full internal self-government.
2. Constitutional, electoral and democratic reform.
3. Increased public consultation and participation by the public in the democratic process.

PRIORITY PROGRAMMES

» Finalization of Anguilla’s constitutional reform agenda, negotiation of a new constitution, providing for full internal self government, implementation of the new constitution.

» Electoral system development – law and regulations, elections organization, voter registration, constituencies, elections by constituencies and by at large national polls.

» Review and strengthening of Rules of Procedure and conduct of the House of Assembly.

» Increase in democracy – assessment of the feasibility of establishing a system of local government in the main settlement areas of Anguilla.

» Guidelines and standards for increasing democratic participation and consultation in administering the public affairs of Anguilla.

» Education on the Anguilla Constitution, electoral system, democratic process and political history – needs assessment, design and development of curricula and materials for use at the various levels of the system, in adult and popular education.

CITIZENSHIP, IMMIGRATION AND LABOUR

PRINCIPAL STRATEGIC OBJECTIVES

1. Increased access to citizenship for persons of Anguillian descent and restriction of access by citizens of other countries.
2. Nationally conscious and knowledgeable citizens and belonging of Anguilla, who are loyal and patriotic to Anguilla.
3. A resident population of Anguilla consisting of belonging at over 50% of the total, constituting the majority of the population over the long term.
4. The return of Anguillians living abroad to live, work and retire in Anguilla.
5. Control of the rate of increase in the immigrant population of Anguilla, taking into account assimilation issues.

PROGRAMME PRIORITIES

» Reform and development of nationality and citizenship (belongership) policy, legislation and regulations to increase access by foreign citizens of Anguillian descent to Anguillian citizenship and limit access by foreign citizens not of Anguillian descent to citizenship.

» Development and employment of a mandatory citizenship (belongership) and nationality education and awareness curriculum and programme for school children and adults, to be taken by candidates for the grant of Anguillian citizenship.

Long term vision: Anguilla will be a constitutionally independent nation enjoying democracy and the rule of law.
» Determination and utilization of a quota system for the grant of citizenship (and belongingship) to foreign citizens who are long term residents of Anguilla.

» Commissioning of an immigration policy, legislation, administration and operations review, development and implementation of an institutional strengthening and human resource capacity building project.

» Ongoing deterrent programmes to limit the incidence of illegal immigration by means of enhanced border control, surveillance and interdiction operations.

» The conduct of a policy, legislative, regulatory and operational review of the Labour Department and pursuit of the institutional strengthening and expansion of the human resource capacity of the Department.

» Introduction of a system of minimum wages within the first year of the new term of office of the government.

» Conduct of a labour force survey, assessment of labour demand and supply, and demand and supply of immigrant labour to meet projected shortfalls in domestic labour supply needed to satisfy the needs of the Anguillian economy.

» Creation of a structured programme with incentives and concessions to attract and facilitate Anguillians abroad to return and take up residence permanently in Anguilla.

» Reform and strengthening of the Labour Department’s policy and procedures requiring employers to train Anguillian successors to take over from employees on work permit and strengthening of the enforcement strategy.

» Review and strengthening of implementation of the employee health and safety policy.

» Conduct a ten year general population and housing census concurrently with CARICOM countries by the end of 2011.

» Assess the number of immigrants and take measures to control the rate of growth.

» Ongoing, tight control and regular monitoring of foreign labour and limitation of the number of work permits issued.

LEGAL AND JUDICIAL DEVELOPMENT AND NATIONAL SECURITY

PRINCIPAL STRATEGIC OBJECTIVES

1. Regular updating of the Laws of Anguilla and increase in access to the updated laws.

2. Strengthening and development of the Judicial Department and court system.


4. Improved access to legal services and quicker administration of justice.

5. Strengthening and development of the Royal Anguilla Police Force.

6. Collaboration and joint action among police and other security and law enforcement agencies in border control and other areas.

7. Improvement of the policy and diversification of the system of incarceration and judicial punishment and strengthening of the prison organization.
**PROGRAMME PRIORITIES**

1. Ongoing revision and regular publication of updated editions of the Laws of Anguilla.

2. Review of the strategic plan and functioning of the Law Revision Centre and preparation of a new strategic plan and institutional strengthening and development project for the Law Revision Centre.

3. Institutional strengthening, development and capacity building project for the Judicial Department and the Anguilla Court, part of the Eastern Caribbean Supreme Court.

4. Examination of the feasibility of further developing the Supreme Court System in Anguilla by establishing specialized court to handle commercial and tax matters.

5. An institutional strengthening, development and capacity building project for the Attorney General’s Chambers.

6. Expansion and strengthening of court mediation services.

7. Expansion and strengthening of legal aid services for indigent persons.


10. Evaluation of the RAPF’s strategic plan, development and implementation of a revised/new strategic plan.

11. Evaluation of the joint security and border control system among the various police and security services, development and implementation of an enhanced joint security and border control system.

12. Policy, institutional strengthening, development and human resource capacity expansion project for the Prison Department.

**ADMINISTRATION OF GOVERNMENT**

**PRINCIPAL STRATEGIC OBJECTIVES**

1. Improved customer service as measured by increased customer satisfaction with and community approval of the services rendered by the Anguilla Public Service.

2. Increased efficiency, productivity and value for money in the administration of the Public Service and in the operations of government corporations.

3. Reduction in the amount of greenhouse gases directly and indirectly generated by the operations of the Government and the rest of the public sector.

4. Expansion of e-government and the online delivery of Government services to the public.

5. Institutional transformation and development of the Anguilla Public Service into a results oriented, vision conscious, proactive and innovative organization.

**PROGRAMME PRIORITIES**

» Review and revise the Government’s tertiary education and training programme and separation of the programme for the Public Service and public sector corporations from the programme for the private sector and the society as a whole.

» Develop and implement an ongoing customer service improvement project for the Anguilla Public Service including a programme of ongoing annual customer satisfaction surveys.

» Evaluate the use and impacts of staff performance monitoring, appraisal and evaluation, determine the changes required to improve the effectiveness and utility of the system and implement the resulting reformed and updated performance evaluation system.

» A recurring process and methods review and re-engineering programme to speed up and reduce the delivery costs of government services.
» Develop and implement an ongoing internal staff administration improvement project including a programme of ongoing annual employee satisfaction surveys.

» Review the compensation policy and system and shift from the current passive system in which performance has no effects on compensation to a performance driven compensation policy and system.

» Review the options and implement strategies and programmes for the Public Service to reduce its generation of greenhouse gases and its carbon footprint and to lead in the implementation and early adoption of energy efficiency and renewable energy measures, of recycling and measures to reduce carbon generation and increase carbon storage.

» Review progress made in developing e-government services and the online delivery of public services, develop and implement a project to expand e-government services, increased use of ICT in delivering services and to expand and strengthen the technical and professional capacity of the Department of Information Technology and E-government Services and the user literacy of the other departments.

» Institute a new public sector transformation and development programme consisting of a series of projects to convert the Public Service into an outward looking, customer focused and results (output) oriented organization utilizing proven private sector approaches to achieve efficiency and productivity improvements.

» Review and implement the project for a new central administration to serve as the headquarters of the government.

**EXTERNAL RELATIONS**

**PRINCIPAL STRATEGIC OBJECTIVES**

1. Deepened participation in the OECS Economic Union and strengthened relations with OECS Member Countries.

2. Closer ties with the Dutch Windward Islands, St. Martin and St. Barths, the USVI and Puerto Rico.

3. Increased participation in CARICOM.

4. Increased capacity in and application of international relations, diplomacy and treaty negotiation knowledge and skills.

**PROGRAMME PRIORITIES**

» Review and sponsor public discussion on the OECS Economic Union, determine accession to the Treaty and Anguilla’s level of participation in the Union, as Associate Member or Member, (Anguilla currently an Associate Member).

» Increase Anguilla’s participation in OECS and CARICOM regional programmes and initiatives funded by bilateral and international agencies.

» Develop and implement structured relationships with the Dutch Windward Islands and the French Caribbean Territories - St. Martin, St. Barths, Martinique, and Guadeloupe.

» Analyze the options for and pursue closer bilateral relations and cooperation with the USVI and Puerto Rico.

» Pursue opportunities for more active involvement as an Associate Member in the programmes of the Caribbean Community and Common Market (CARICOM).

» Provide tertiary education and training in international relations, diplomacy and treaty negotiation to expand and develop the capacity of the Government in external relations.
SECTION 7
NATURAL RESOURCE MANAGEMENT, PHYSICAL PLANNING AND DISASTER MANAGEMENT

Long term vision:
Anguilla’s environment will be well managed and its natural disaster management system will be developed.

NATURAL RESOURCE MANAGEMENT AND PHYSICAL PLANNING

PRINCIPAL STRATEGIC OBJECTIVES

1. Revised and updated policies, legislation and regulations for the improved management, preservation and sustainable use of Anguilla’s natural resources.

2. Increased human resource capacity and improved natural resource and environmental management and administration.

3. Revised and updated land policy and limitation of land alienation.

4. Reduction in greenhouse gas emissions and increased use of green technologies and methods in managing the environment and utilizing natural resources.

PROGRAMME PRIORITIES

» Enact and implement a revised/new Physical Planning Bill and regulations.

» Review and update physical planning and building policies and regulations to require observance of energy efficiency standards and requirements, and facilitate the adoption of green building and recycling standards and practices.

» Enactment and implementation of natural resource and environmental management policies, legislation and regulations.

» Develop and implement a project for strengthening the organizational structures and operational processes of the:

i) Physical Planning Department;

ii) Department of the Environment;

iii) Land and Surveys Department.

» Develop and implement an education and training plan to expand and strengthen the management, professional and technical capacities in the Physical Planning, the Environment, and the Lands and Surveys Departments.

» Review and update land policy, legislation and regulations, prepare and implement a strategy to limit the alienation of land from Anguillian ownership.

» Review, update and implement the national land use plan.

» Review, update and implement the environmental management strategies and the strategic environmental management and development plan.

» Develop a national climate change response strategy and action plan.

» Review provision for public cemeteries and undertake a needs analysis and feasibility study on the establishment of a national cemetery.
DISASTER MANAGEMENT AND RISK REDUCTION

PRINCIPAL STRATEGIC OBJECTIVES

1. Integration of disaster management and risk reduction planning principles and practices into strategic and programme planning and budgeting across the Anguilla Public Service.

2. Increased disaster management knowledge, awareness, readiness and responsiveness in the Anguillian community.

3. Improved disaster management systems and human resource capacity within the government, the private sector and civil society.

PROGRAMME PRIORITIES

» Review the administration of disaster management, produce and implement an updated strategic plan and programme to strengthen the disaster management and risk reduction function and the operations of the Disaster Management Department.

» Review, update and strengthen the Disaster Management Department’s community wide public education and awareness, readiness and response programmes.

» Strengthen the national emergency management mechanism and the coordination of the national emergency management plan involving the key stakeholder groups the Government, the private sector and civil society organizations.

» Continue the promotion and dissemination of the national emergency action plan and work with public and private sector institutions, with NGOs and civil society organizations to prepare their emergency action plans, undertake emergency response exercises and to implement their plans.

» Conduct ongoing emergency response exercises and simulations to train emergency first responders and to sharpen the coordination and effectiveness of the combined response of the various first responder groups.

» Determine a feasible disaster management and emergency response funding strategy and establish an emergency response funding mechanism.

» Develop and implement an education and training programme to improve the knowledge, skills and experience of the staff of the Department of Disaster Management and of emergency, first responders and support personnel in organizations in the public and private sectors and in civil society.
ANGUILLA UNITED FRONT
United to Lead - Anguilla at Heart