National Socio-economic Development Framework
2008 - 2017

National Socio-economic Development Strategy

2007
We, the People of Turks and Caicos Will Build a Society, Committed to:

- Advancing the livelihood of and empowering all citizens, with economic and social opportunities to achieve their full potential, irrespective of social origin;

- Promoting the fundamental rights of all, at the same time as each recognises a responsibility to the other;

- Creating an environment welcoming to those invited to join TCIslanders in the development of the economy and society of Turks and Caicos Islands;

- Engendering national pride in the achievements of TCIslanders and in their space, and so managing the national patrimony to bequeath a resource of value to be equally cherished by generations to come; and

- Maintaining a society that would assure the fullest participation of all in the development of the country and in the sharing of the benefits of its growth.
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<td>Biodiversity Action Plan</td>
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<td>CAPE</td>
<td>Caribbean Advanced Proficiency Examinations</td>
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<td>CARICOM</td>
<td>Caribbean Community</td>
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<td>CARIFTA</td>
<td>Caribbean Free Trade Agreement</td>
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<td>CBD</td>
<td>Convention on Biological Diversity</td>
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<td>CBO(s)</td>
<td>Community Based Organisation(s)</td>
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<td>CIAMS</td>
<td>Coordinated Infrastructure Asset Management System</td>
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<td>CILD</td>
<td>Common Infrastructure Location Database</td>
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<td>CITIES</td>
<td>Convention on International Trade in Endangered Species</td>
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<td>CXC</td>
<td>Caribbean Examinations Council</td>
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<td>DECR</td>
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<td>Department of Engineering Management Services</td>
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<td>DS</td>
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<td>Digital Subscriber Line</td>
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<td>Environmental Education and Outreach Programme</td>
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<td>Environmental Impact Assessment</td>
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<td>Faith Based Organisation(s)</td>
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<td>Gender Empowerment Measure</td>
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<td>Hazard Analysis and Critical Control Points</td>
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<td>Human Development Index</td>
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<td>HPI2</td>
<td>Human Poverty Index 2</td>
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<td>ICT</td>
<td>Information and Communications Technology</td>
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<td>International Labour Organisation</td>
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<td>Intergovernmental Panel on Climate Change</td>
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<td>Information Technology</td>
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<td>Integrated Water Cycle Management</td>
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<td>LOLO</td>
<td>Lift-On-Lift-Off</td>
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<td>MCWUHA</td>
<td>Ministry of Communications, Works, Utilities, Housing and Agriculture</td>
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<td>Millennium Development Goals</td>
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<td>MFHNI</td>
<td>Ministry of Finance, Health and National Insurance</td>
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<td>MIACC</td>
<td>Major Inter-modal Activity Centre Circulation</td>
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<td>MRR&amp;R</td>
<td>Maintenance, Repair, Rehabilitation and Reconstruction</td>
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<td>NDS</td>
<td>National Socio-economic Development Strategy</td>
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<td>NGO(s)</td>
<td>Non-Governmental Organisation(s)</td>
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<td>NOS</td>
<td>Network Optimisation System</td>
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<td>NPDP</td>
<td>National Physical Development Plan</td>
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<td>NSDS</td>
<td>National Socio-Economic Development Strategy</td>
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<td>NSEDF</td>
<td>National Socio-Economic Development Framework</td>
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<td>OT</td>
<td>Overseas Territory</td>
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<td>PAS</td>
<td>Protected Area System</td>
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<td>PLWHAs</td>
<td>People Living With HIV/AIDS</td>
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<td>Permitting Office</td>
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<td>Priority Programme Committee</td>
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<td>Real Estate Investment Trust</td>
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<td>RORO</td>
<td>Roll-On-Roll-Off</td>
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<td>RSMS</td>
<td>Road Surface Management System</td>
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<td>Special Area Management Plans</td>
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<td>State of Environment</td>
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<td>SOER</td>
<td>State of Environment Reporting</td>
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<td>SPAW</td>
<td>Special Protected Areas and Wildlife</td>
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<td>SRPs</td>
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<td>Sexually Transmitted Diseases</td>
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<td>STI</td>
<td>Science, Technology and Innovation</td>
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<td>TCI</td>
<td>Turks and Caicos Islands</td>
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<td>TCIBAP</td>
<td>Turks and Caicos Islands Biodiversity Action Plan</td>
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<tr>
<td>Acronym</td>
<td>Full Form</td>
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<td>TCIG</td>
<td>Turks and Caicos Islands Government</td>
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<td>TCIslanders</td>
<td>Turks and Caicos Islanders</td>
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<td>TCInvest</td>
<td>Turks and Caicos Islands Investment Agency</td>
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<td>TIES</td>
<td>The International Ecotourism Society</td>
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<td>UFW</td>
<td>Unaccounted For Water</td>
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<td>UNAIDS</td>
<td>United Nations Programme for HIV/AIDS</td>
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<td>UNCBD</td>
<td>United Nations Convention on Biodiversity</td>
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<td>UNCCD</td>
<td>United Nation Convention to Combat Desertification</td>
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<td>UNFCCC</td>
<td>United Nation Framework Conventions on Climate Change</td>
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<td>VAT</td>
<td>Value-added Tax</td>
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<td>Water and Earth Services Associated Limited</td>
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<td>World Health Organisation</td>
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<td>XGNFS</td>
<td>Total Exports of Goods and Non-Factor Services</td>
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Introduction
Chapter One

Introduction

This Socio-economic Development Framework is our first for the 21st Century. Most of our Belonger population was settled in these islands under conditions when we were the objects through which development was to be achieved by others. The inspiration for this first plan in the 21st Century is to put us on course for sustainable development for our people. The achievement of Sustainable Development means securing our prosperity and quality of life without compromising the future success of our children. It means preserving our strong traditions and sense of community.

We remain first as the subject of all development, and cease being incidental. Our goals, our needs and the benefits to ourselves, and the generations following, now command primacy of place. Our unique natural assets and physical environment have to be preserved, even as we seek to create sustainable incomes for ourselves in the TCIsland space. At the same time, we must set standards for emulation by our descendants and by those joining us from elsewhere and committing to become members of the Turks and Caicos Island (TCI) Family. But we are equally sensitive that in the globalised world of the 21st century that sustainable development of our small island state requires of us a cast of mind such that we are indeed among the first in terms of international competitiveness.

The National Socio-economic Development Framework

The Draft National Socio-economic Development Framework is the culmination of over eighteen months of rigorous work by the people of TCI. This Framework, the first in a line of long-term strategic planning tools, brings together a series of plans all of which provide a roadmap for future socio-economic development within the TCI for the next 10 years up to 2017/2018. It establishes the strategic direction that we must take and the kind of changes we must make in order to achieve sustainable development and to sustain our levels of socio-economic success.

The plans, as shown in the figure below, include:

- The National Socio-economic Development Strategy (NSDS) – sets the framework under which national and sectoral sustainable development will take place for the next 10 years;
The National Socio-economic Action Plan – identifies the actions to be undertaken, when they are to be taken and the lead agency or agencies that are responsible for implementing these actions;

☑️ The Island Development Strategic Framework – this outlines the strategies for island development over the next 10 years;

☑️ The Island Development Action Plans – identify specific actions to be undertaken in each populated island;

☑️ The Medium-term Socio-economic Development Framework – provides an implementation plan for socio-economic development during the first three years of the National Socio-Economic Development Framework (NSEDF); and

☑️ An Implementation Plan – translates the NSDS and Action Plans into sectoral programmes and activities for implementation during the 10-year plan period. It identifies the mechanism for overall coordination and monitoring, and a breakdown of the cost of implementation of the NSEDF. In addition, it also sets out the framework for monitoring the implementation of the NSEDF.

With the exception of the Island Development Strategic Framework and Island Action Plans, each Plan is presented under separate cover. This, the NSDS, is first of five documents prepared as part of the NSEDF.
Meeting Our International and National Obligations

The preparation of this Framework, in part, responds to our obligation under the Environmental Charter (Commitment 3), to prepare a 10-year Comprehensive Development Plan and to ensure that environmental considerations are integrated within social and economic planning processes. This Framework, as prepared, recognises the uniqueness and significance of our environment and natural resources to our socio-economic well-being. We also acknowledge that some of these natural resources are of global importance. This highlights the need for the formulation of a strategy which addresses and integrates our economic, social, and environmental policies under one policy framework. The Framework sets high aspirations for our socio-economic development as well as for the use of our resources. It is so designed for regular monitoring and review which would give rise to revisions and adjustments as the need arises.

Given the comprehensive nature of the Framework, it sets the strategic direction for preparation of the National Physical Development Plan (NPDP), which is a legal obligation under TCI laws.

The Framework and the MDGs

The Millennium Development Goals (MDGs) enjoin the international community to eradicate poverty and to pursue a path to equitable development. In the context of the Caribbean Community, even higher standards have been set. TCI has already achieved some of the standards set for the MDGs. This Framework seeks to lift the bar in keeping with the aspirations of our people as expressed in the numerous community and other meetings that have been held among our public.

The Framework includes a set of socio-economic indicators which will be used to monitor the progress of development in the TCI. Given the desire of the TCI Government (TCIG) to develop its own set of indicators to gauge our socio-economic development, these proposed indicators can be used.

The Framework and Sectoral Plans

The following seven sectoral plans have recently been prepared and now form a significant part of Government policy on a number of critical issues relating to socio-economic development in the TCI:

- Revised Tourism Strategic Plan (2006-2010);
- Education Plan (2006-2010);
- Strategic Health Plan (2006-2010);
☑ Royal Turks and Caicos Islands Police Force (RTCIPF) Strategic Plan (2005-2009);
☑ The Police Commissioner’s Policing Plan (2005-2006);
☑ Poverty Reduction Action Plan;
☑ Fisheries Policy (2006); and
☑ Disaster Management Plan (2006-2010).

Policies under these plans will be highlighted under this Framework if:

i) They do not relate to the development needs of the TCI under the NSEDF and which contradict the principles of sustainable development;

ii) Their implementation is obligatory to realise the National Vision and to ensure the overall successful implementation of the NSEDF; and

iii) Their implementation ought to go beyond the five-year horizon under which proposals for the sectoral plans were made.

Effective socio-economic development planning requires that we develop procedures for monitoring the various phases of the plan. Given the long term nature of the plan, there will be need for adjustments from time to time in the light of new information and in the face of unexpected challenges. However, the enduring principles of sustainability and the empowerment of the Belonger population for the 21st century will guide any redirection of initiatives in the plan.
The Context
Chapter Two

The Context

This chapter sets the context for the Framework with respect to the international and regional relationships which govern our social and economic development. It also serves to provide a brief review of the most recent domestic economic trends which will shape and inform the opportunities available to us in planning the future for our residents.

The International Context

As a country, we are at once subject to decisions being taken at the international level and heavily reliant on trade with the rest of the world. Its size, geography and position as a British Overseas Territory, each exerts special significance in the context of development planning. Within the structure of the European Union, of which the United Kingdom is a part, Overseas Territories, which were all previously colonies of European member states, are accorded a self-governing status that allows them full internal self-government. As an Overseas Territory (OT), TCI has to abide by conditions observed in the European Community on matters of fiscal operations, human rights and environmental protection. Moreover, OTs are expected to abide by most of the international agreements to which the European Union is signatory.

TCI has long been integrated into the international economy, and, in that regard, has to adjust to the technological and economic dynamics of the age. A number of forces are driving changes worldwide, the main one being technology. Relatively cheap and abundant communications driven by broadband connectivity have made it easier for knowledge to be shared and have transformed the international division of labour across the world. According to Thomas Friedman (The World is Flat, 2005) the forces of “flatness” have resulted in a “triple convergence” which corresponds to the web-enabled sharing of knowledge and work (without regard to distance and geography, and in many instances even language), where companies are not necessarily associated with hard mortar, and where employees can now be a composite pool of global specialists assembled and disassembled as needed. Friedman argues that this situation has flattened the global political, economic, and cultural playing field, bringing with it new opportunities that enable individuals to compete against anyone, anywhere in the world.

To compete in this new world dispensation, there is need for better educated and skilled people, pervasive high-speed broadband and wireless connections, and more globally sensitive government policies. Thus, there will be a need to review the existing legislation and policy documents to ensure that they are consistent with the new global realities and that they afford the best opportunities to the residents of the TCI.
Global concern for climate change, for maintaining biodiversity and sustainable management of resources including energy, land and disaster mitigation, all of which have their roots in scientific research, are now in the foreground of international debate. Discussions about global climate change have finally moved from a search for consensus on whether there is a problem, to an acknowledgement of the imminent threat and of the need for urgent action in the face of an inconvenient truth! Nanotechnology is currently being used as ultra violet filters in sunscreens and their potential for use in security, health, and energy generation is high on the international science agenda. There will be a need for science, technology and innovation policies that address these, while providing opportunities for creating sustainable economies and communities.

In the developed economies, the issue of ageing populations and the associated strain on national health and pension systems, together with the worldwide increase in chronic illnesses have brought the need for healthy behaviour changes to the fore. Healthy habits such as the rejection of tobacco-use, moderation of alcohol intake and an increase in physical activity are actively being promoted internationally as appropriate means of reducing the risks of developing serious chronic illnesses such as cancer, heart disease and type-two diabetes as well as other related problems such as obesity. Meanwhile developing countries continue to fight the threat of HIV/AIDS to their economies. The World Health Organisation (WHO) and the United Nations Programme for HIV/AIDS (UNAIDS) have continued their education programmes but the epidemic continues to grow, emphasising the need to prioritise the response to HIV/AIDS. These issues are also of vital concern to the TCI since the influx of large numbers of immigrant workers exposes us to health risks and diseases from the international community.

The economic history of the last fifty years has confirmed the vulnerability of the international travel and tourism sector. The sector is highly sensitive to movement of energy prices, security perceptions, and a host of other interrelated economic and social conditions all over the world, for its survival and growth. In the context of the TCI where tourism is the mainstay of the economy with a heavy dependence on the North American market, innovations in product and related services will be needed to spur intensification of the sector to meet the new demands of visitors if we are to survive in this competitive industry.

**The Regional Context**

TCI is an associate member of the Caribbean Community and, in that regard, observes the spirit and thrust of the commitments made in that forum. The Community itself is engaged in deepening and widening of relations among the countries. TCI derives benefits from some of the areas of functional cooperation. As the Community transits through a single market to a single economy, even though TCI remains outside of the union, TCI is not unaffected by developments within.

Haiti has become a member of Caribbean Community (CARICOM), even though political developments in that country have limited its being able to exercise fully its
rights as a member. It has been also the origin of the majority of migrants to TCI in the last 25 years.

TCI has benefited from access to professional expertise from the wider region as its transformation unfolded over the last three decades. CARICOM member states have been the source for teachers, nurses and a range of technical and professional personnel, usually on fixed term contracts. The creation of the Single Market and the freeing of movement of university graduates and selected skilled and professional cadres are likely to reduce the attractiveness of TCI to such personnel, who can find ready employment in CARICOM states, and would not be subject to any time restriction in their settling in a member state. While the provision for the free movement of professionals has not been implemented by all the member states, there is already evidence in TCI of increased difficulty in recruiting such personnel from CARICOM.

**The National Context**

The National Economy has undergone a remarkable transformation from reliance on salt and fish exports, to the export of services through high end tourism and financial services. The transformation has also led to geographical shifts and imbalances. The island of Providenciales has become the economic dynamo within just two decades. Moreover, the pattern of economic development has relied heavily on foreign capital. In addition, there have been large inflows of foreign labour and management, creating, to some extent, a sense of marginalisation among the Belonger population, in spite of the many benefits that derive from the process of growth and development.

The uniqueness of TCI derives from its natural capital. But it is this very natural capital that is subject to ecological fragility. Nature is a slow builder: the coral reefs, the dry forests across the islands, and the caves of Middle Caicos have taken eons to form. Global climate change and sea level rise impose the requirement on the country to introduce protective measures where none might have been necessary before.

Unlike other countries, it would be disastrous for us to assume that the substitutions that are possible among the different types of capital apply equally in respect of natural capital – the weak sustainability criterion. Sustainable development for the TCI cannot but invoke the use of strong sustainability indicators, which require that any positive depreciation of its critical natural capital has to be regarded as an element of non-sustainability\(^1\).

Thus, the planning process and indeed, most aspects of governance in the TCI have to factor in the ‘tipping point’ component in respect of all developments that involve the use of its natural capital. The depreciation of the natural capital invariably reduces and

eliminates the advantage that Nature has accorded TCI by way of a rare physical environment.

All decisions about the use of the natural capital have to account for any depreciation of the natural capital in terms of the costs and the implications for the future competitiveness of TCI, and therefore, for the legacy being left by the present generation to the one following. Thus, there is need to enter in the formal calculus of costs, the impact on the environment of all decisions that have physical impacts, whether these be effluent reaching the reefs, or the cutting of the tropical dry forest, which is usually described as ‘bush’ by the unknowing in the TCI.

Most importantly, it is necessary to recognise that there is a major divergence in the assessment that derives variously from the calculations of developers, real estate agents, speculators abroad, and the Government reflecting the perceptions of the party in power, and as representative of the people and their future generations. Any departure from this approach is a recipe for a reduction of sustainability, and thus, compromises the future of the generations following.

The endowments of the islands allow the country to create a tourism product that is inherently diversified. Providenciales has become the island that offers the sun, sea and sand of the traditional Caribbean destination. It is also the island where those engaged in the Offshore Financial Services Sector have preferred to settle during their tour of duty in the TCI. Providenciales is currently the centre of business and commerce for the islands. The people of Grand Turk are very protective of the special history of the island and there are the buildings and artefacts that stand as testimony to that proud past, in addition to the island being the administrative capital of the country.

South Caicos is also the locus of the caught fisheries. North and Middle Caicos have agricultural potential and Salt Cay offers a particular solitude that can be rivalled only by Middle Caicos, in addition to its being the best site for whale watching. It is the task of the planning process to exploit these differential potentialities, by starting from the existing assets and opportunities within each island.

**Challenges**

The buoyancy of the economy creates the possibility for expansion and generation of resources, but relatively high secular rates of growth over the last three decades mask a range of development challenges that the country faces. Unbalanced growth has created lopsidedness in the development of the country and has triggered an exodus from most of the islands to Providenciales, with implications for viability in the provision of social and other services to the population remaining on the Family Islands. Furthermore, the lack of diversification makes us vulnerable to reverses in the few tradable sectors and the existing dearth of domestic entrepreneurship, threatens the involvement of TCI Islanders in their own development. The present strategy has led to rapid growth in recent years, but this has been complemented by a deep sense of marginalisation among
the Belonger population, already apparent in the matter of real estate that is climbing out of the reach of the population.

The rapid increase in the demand for labour has led to problems of influx of new workers (most unskilled) and potential citizens. However, the mechanisms for cultural assimilation are weak or non-existent. Nor has housing expanded adequately to take care of the needs of workers, with the result that ghetto-like conditions are emerging in some areas of Providenciales. Meanwhile, TCIslanders find themselves sandwiched between low level labour engaged in work that they are no longer prepared to do, and a growing corps of professional, skilled and managerial personnel in occupations for which TCIslanders have not been trained in enough numbers.

TCIslanders are a minority relative to the resident population. We would like to be first, in terms of our having a say in the shape of development of the country and in the ordering the benefits of its expansion. But ‘firstness’ has to be reconciled with the inculcation of a high achievement orientation among the TCI population. Most would prefer that ‘firstness’ be based on achievement.

The fundament of firstness requires a major shift in the psychological frame of the population which has wider implications. One is in the approach to education, training and life-long education, wellness and the control of chronic disease – managing the TCI human capital. The other is in the orientation of TCIslanders to business and the exploitation of the natural resources and amenities – managing and protecting the fragile TCIslander space for the present and the future. Implementing the appropriate strategy to treat with this socio-psychological dimension is perhaps the foremost challenge.
Development Priorities

The challenges outlined above dictate the priorities for policy markers and planners over the next 10 years.

- Changing the mind-set of TCIslanders to want to be ‘first’ on the basis of performance, to become more entrepreneurial, to commit to life-long education and training and to wellness, and to become stewards over our fragile ecosystem, even as we seek to exploit its benefits in the present;
- Correcting for unbalanced growth that has characterised development in the last two decades;
- Diversification of the economy within tourism and fishing, and into other viable sectors, capable of meeting the challenge of the international economy;
- Development of an infrastructure that is sensitive to the requirements of global warming, the rise of sea levels and to greater frequency and intensity of hurricanes;
- Establishing benchmarks in the assessment of the ecological costs of physical development on the fragile environment of TCI, and charge on future generations;
- Maintaining economic expansion fully reconciled with sustainable development;
- Creation of the institutional base to protect long term national interest in land;
- Application of population and immigration policy to manage demand for labour vis-à-vis long term interest of TCIslanders, as a numerically small group of people in the land space of TCI; and
- The provision of social services, including housing for low income persons and imported labour, such that all TCIslanders have access to a minimum level of service, whatever their economic and social circumstance.
Chapter Three


This Chapter is structured into nine sections. The first section (Section 3A) provides the national vision, overall goals and targets which govern the Core Strategy. The strategies are then detailed the following development themes:

Section 3B  -  The Economy  
Section 3C  -  People and Workforce  
Section 3D  -  Education and Skills  
Section 3E  -  Business and Enterprise  
Section 3F  -  Quality Living  
Section 3G  -  Protecting Our Environment  
Section 3H  -  Information and Communications Technology (ICT) and Infrastructure

Section 3I details the Legal and Institutional Implications of the Strategy.


Section 3A

Vision, Goals, Targets, Core Strategy

The Section lays out national vision, overall goals and targets for the NSEDF. It highlights the core strategy for the development of the TCI and outlines the main drivers for socio-economic growth. It lists the six overarching strategic development themes and sets out the cross cutting strategies within the Framework. The section includes the critical success factors to the implementation of the overall Framework and ends with the key assumptions and forecasts which inform and provide the basis for detailing the strategies.

National Vision

By 2017, the Turks and Caicos will be a balanced, diversified and competitive economy which provides a high standard of living for all in a safe and secure environment where environmental protection is the cornerstone of all our development efforts.

Therefore, as TCIslanders, we want a society built on the following attributes:

☑ Quality Standard of Living for All – such that the Belonger population, permanent residents and guest workers live in conditions that are accepted as decent, and conducive to the development of stable households, and to self-actualisation.

☑ An Integrated Society – where each group is respected and free to express their position on any matter and can expect that their views will be entertained with respect, in forging a national consensus in critical matters relating to the state and society. Moreover, inter-group equity is cherished as an ideal, with due regard for the pre-eminence of the cultural inheritance of Turks and Caicos Islands.

☑ A Balanced, Diversified and Competitive Economy – in which each island contributes meaningfully to national socio-economic development, consistently with its resources and the wishes of its resident population.

☑ A Safe and Secure Environment – that is free of crime and is able to withstand any disaster (natural or otherwise) such that, across the country, residents enjoy a sense of individual and community security.

☑ Strict adherence to Environmental Conservation and Protection - with the implementation of measures which at least maintain ecological value of physical
resources and the services they provide, and preserve our cultural and heritage resources, shored up by the inculcation of universal respect for the environment and for its sustenance for future generations.

☑ A People who Remain Friendly, Caring, Religious, and Amicable, and Retain their Sense of Humour which is the essence of who we are as TCIslanders.

Principles and Core Values

The implementation of the NSEDF, 2008-2017 shall be guided by a set of principles, geared to achieving sustainable socio-economic development. As a Government and people, we will be guided by the following in the realisation of our Vision for national and island development:

☑ Keeping within our Environmental Capacity;
☑ First Among Many - People Empowerment, None Left Behind;
☑ Geographic Empowerment and Equity among Island Communities; and
☑ Ensuring TCIslanders’ Participation in all aspects of the Development Process.

Development Goals

The key elements of the Framework are underpinned by three overarching goals which integrate our economic, social, and environmental policies:

Goal 1: Unleashing Our Potential

☑ High Level of Human Capital
☑ Putting TCIslanders in Full Control of their Space and Development
☑ Creation of a Technology-enhanced, knowledge-driven Economy
☑ Social Inclusion

Goal 2: Sustaining Economic Expansion

☑ Expansion of TCIslander Entrepreneurship Base
☑ Improving Labour Productivity
☑ More Equitable Distribution of Physical and Social Development among the Inhabited Islands
☑ Addressing Infrastructure Deficits
Goal 3: Investing in Environmental Sustainability

☑️ Inculcating Positive Attitudes and Behaviours towards the Environment — creating an eco-conscious people
☑️ Inculcating a sensitivity and pride towards TCIsland Heritage and Culture
☑️ Protection of the Productive Capacity and Value of the Natural Resource Base
☑️ Control of the Population Growth
☑️ Creation of a More Sustainable Future - eco-conscious development

Targets

The following overall targets have been set to achieve our National Vision. These targets reflect the various development priorities upon which the strategies are based. The full list of targets for the various elements of the Framework is provided in the Implementation Plan.

<table>
<thead>
<tr>
<th>Goals</th>
<th>Short Term Targets between 2008 – 2010</th>
<th>Long Term Targets [2017/2018 or earlier]</th>
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<tbody>
<tr>
<td>Belongers Tertiary Qualification</td>
<td>The number of Belonger graduates increased to 20% of the workforce</td>
<td>The number of Belonger graduates increased to 35% of the workforce by 2017</td>
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<tr>
<td>Tertiary Education Enrolment</td>
<td>80% of all secondary school graduates enrolled in tertiary level programmes</td>
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<tr>
<td>Science and engineering Education</td>
<td>20% of all 18-24 year olds graduated or enrolled in tertiary level science or engineering programmes</td>
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<tr>
<td>Next generation broadband and/or wireless access</td>
<td>100% access across all islands</td>
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<tr>
<td>Internet Usage</td>
<td>40% regular Internet usage by individuals</td>
<td>80% regular Internet usage by individuals</td>
</tr>
<tr>
<td>Human Development</td>
<td>Education, health and other indicators on par with most developed countries for all population sub-groups</td>
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#2 Sustaining Economic Expansion

<table>
<thead>
<tr>
<th>Goals</th>
<th>Short Term Targets between 2008 – 2010</th>
<th>Longer Term Targets (2017/2018 or earlier)</th>
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</thead>
<tbody>
<tr>
<td>Gross Domestic Product (GDP) per capita</td>
<td>Maintain GDP at or above $25,000 per capita in real terms</td>
<td>More than 75% of all new small and medium size owners and operators in are Belongers</td>
</tr>
<tr>
<td>Belonger entrepreneurship</td>
<td>Increase Belonger owned and operated businesses by 10% annually, across all sectors.</td>
<td>At least 40% of the large operations are owned or have local investment</td>
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<tr>
<td>Belongers in Managerial and Leadership Positions</td>
<td></td>
<td>Increase by 75% the number of Belongers that are skilled for hold leadership roles.</td>
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<tr>
<td>Economic diversification</td>
<td>Increases in the rate of growth of non-tourism export oriented sectors</td>
<td>At least 40% of earnings from abroad generated by services and products outside the Tourism Sector</td>
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<tr>
<td>Island Equity</td>
<td>At least 5% of GDP contributed by Family Islands outside of Providenciales and Grand Turk</td>
<td>At least 20% of GDP contributed by Family Islands outside of Providenciales and Grand Turk</td>
</tr>
<tr>
<td>Labour Productivity</td>
<td>Productivity per worker increased by an average of 2% per annum</td>
<td>Productivity per worker increased by an average of 2% per annum</td>
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#3 Investing in Environmental Sustainability

<table>
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<tr>
<th>Goals</th>
<th>Short Term Targets between 2008 – 2010</th>
<th>Longer Term Targets (2017/2018 or earlier)</th>
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</thead>
<tbody>
<tr>
<td>Ecological Footprint</td>
<td>Stabilise TCI’s ecological footprint</td>
<td>Reduce ecological footprint in the last 5 years of the Framework</td>
</tr>
<tr>
<td>Population Growth</td>
<td>Belonger/Naturalised population increased by 5% annually</td>
<td>Belonger/Naturalised population increased by 5% annually</td>
</tr>
<tr>
<td>Environmental sustainability</td>
<td>Stabilise marine water and groundwater quality by 2010</td>
<td>Significant improvement in marine water and groundwater quality by 2010</td>
</tr>
<tr>
<td>Environmental Performance Index (EPI)</td>
<td>The principles of sustainable development integrated into all the country policies and programmes by 2012</td>
<td>Be among the top environmental performers in the EPI by 2017</td>
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**Core Strategy**

The core strategy is to achieve sustainable development through the moral, physical, intellectual and social development of our people. This will be based on the creation of a capacity for the country to maintain its competitiveness in the sectors generating foreign exchange. We shall develop the necessary flexibility to adjust and adapt in the face of economic and technological changes taking place in the global economy: this will mean taking our exit of sectors in which we have become uncompetitive or are at risk of becoming uncompetitive, and embarking quickly into areas where we have the capacity to compete. In all of these changes, we shall keep intact the natural capital of the country. Our Belonger population will be the main protagonists in this process, as
entrepreneurs, managers of formal organisations in the public and private sectors, and as beneficiaries in terms of employees and as members of communities across the islands of the TCI. We will be global actors but will always remain rooted to Turks and Caicos – our home.

**Drivers for Socio-economic Growth**

The main drivers of growth in the TCI economy are shown in the figure below. Along with the drivers of growth, the figure highlights the key objectives that are likely to affect these drivers.

**Development Themes**

Emerging from the initial public consultation and situational analysis stages is a number of development priorities under which strategies and actions are proposed:

- **People and Workforce** which deals with the development of our human capital as it relates to the general population/demographic issues and employment matters of national and regional concern.

- **Education and Skills** which addresses human resources development with regard to the opportunities for and the provision of education and training for the all-round development of the population and the upgrading of the skills base of the workforce.

- **Business and Enterprise** which addresses the factors relating to the productive sectors of the economy.

- **Quality Living** which focuses on the factors that support social development.

- **Protecting the Environment** which concentrates on measures geared at maintaining and enhancing environmental quality and integrity.

- **ICT and Infrastructure** which focuses on factors relating to the development and upgrade of our transport and communication networks, and our water and wastewater and solid waste management facilities and systems, among others.
A balanced, diversified and competitive economy which provides a high standard of living for all, in a safe and secure environment, where environmental sustainability is the cornerstone of all our development efforts.

### Diversification of the Productive Sectors

<table>
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<tr>
<th>ICT</th>
<th><strong>Belonger Entrepreneurship</strong></th>
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<tbody>
<tr>
<td>- Providing next generation Digital Subscriber Line (DSL) services to all the inhabited islands</td>
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<tr>
<td>- Developing ICT-supported education system</td>
<td></td>
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<tr>
<td>- Institutionalisng video-conferencing across the public sector, and the established private sector organisations</td>
<td></td>
</tr>
</tbody>
</table>

#### Tourism Development

- Deepening and Widening of the Tourism Product
- Maintaining Industry Quality and Standards
- Widening our International Marketing Efforts
- Linking Tourism with Other Sectors
- Establishing Offshore Education and Scientific Research and ICTs

#### Fisheries

- Developing the Scale Fisheries Industry
- Expanding Aquaculture Operations

#### Financial Services

- Upgrading the Legal Framework for Offshore Financial Services
- Attracting Foreign Legal and Financial Experts
- Undertaking International Marketing Initiative

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### Expansion of the Belonger Business Sub-sector

#### Belonger Entrepreneurship

- Identifying business opportunities for Belongers
- Establishing a One-stop Business Development Centre
- Linking Research and Innovation with Business Entrepreneurship
- Facilitating the formation of business associations

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### Creating a Facilitative Environment for Sustainable Development

#### Land Use

- Strengthening the Physical Planning System
- Redeveloping Our Disadvantaged Neighbourhoods

#### Environmental Management

- Adapting to Climate Change
- Reducing Vulnerability and Risk to Disasters
- Improving Environmental Responsibility and Action
- Strengthening the Regulatory and Policy Framework
- Strengthening of Protected Area System
- Operationalising the Conservation Fund

#### Infrastructure Development

- Adopting an Asset Management Approach to Infrastructure Planning and Coordination
- Re-developing our Gateways
- Constructing the Caicos Spine Link
- Addressing Housing Needs
- Developing an Integrated Waste Management System and Supporting Infrastructure
- Expanding the Provision of Social Infrastructure

#### Access to Credit

- Establishing Credit Facilities and Financing of Belongers

#### Real Estate

- Establishing Real Estate Investment Trust
- Expanding opportunities for Belongers to provide rental housing

#### Business Development

- Anchor economic project on each inhabited island

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### Empowering and Enhancing the Human Capital

#### Population

- Preparing Our Population for Sustainable Development
- Aligning Belonger Firstness with Being the Best
- Managing Our Population Size
- Conducting Financial Management Awareness Training
- Managing Our Growing Cultural Diversity
- Increasing Labour Productivity

#### Education and Training

- Improving Primary and Secondary Educational Performance
- Expanding the Post-Secondary and Tertiary Programmes

#### Health

- Universal Reach of Our Social Services
- Providing Track Facilities in Schools for Schools and Communities
- Promoting wellness and healthy lifestyles
- Introducing Health Insurance

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#### Sport

- Raise Profile of Sport

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**Drivers of Socio-economic Growth**
Cross Cutting Strategies

The following five strategies are inter-sectoral and have far-reaching implications in many spheres. Therefore, they can apply to all the development themes under this Framework. Figure 1.2 shows the Sections in the Framework which provide measures to these cross-cutting issues.

**Sustainable Development** - This strategy anchors the philosophy of our future development thrust and must cover all aspects of national and regional growth. We must find ways to convert this ideal of sustainable development into practice as we conduct the business of the TCI. Therefore, all proposed Government policies in the future must be subjected to assessment based on the principles of sustainable development as set out under Section A.2 of this Framework. Similarly, all state and statutory agencies will ensure that their actions follow the same stipulated guidelines.

**Belonger Empowerment** - Belonger empowerment is a key criterion for our socio-economic future development if we are to be truly accorded pride of place of being first. This strategy, which covers a number of measures in the Framework, calls for:

- A shift in the psyche of Belongers geared towards sustainable development;
- Belongers to be trained to be among the most technically competent individuals in the world;
- Increasing the number of business opportunities and enterprises;
- More Belongers assuming leadership and managerial roles in our key productive sectors; and
- Addressing the shifting social and other needs of an aging Belonger population.

**Climate Change Adaptation** - The signs and effects of climate change are already visible in the Northern Caribbean. Adaptation to the risks of climate change will be achieved through the following measures:

- Sensitising our population to the challenges and their responsibility (individual and community) for dealing with climate change;
- Development of a Climate Change Adaptation Strategy which addresses the issues of sea level rise, coastal erosion, flood abatement, etc.
- Establishment of TCI Meteorological and Hydrological Services;
- Construction of buildings and infrastructure in keeping with climate change adaptation; and
- Development of early warning systems.

**Geographic Equity** – The growth of our economy in the last four decades has been concentrated on one island mainly – Providenciales. The present plan is designed to achieve geographic equity and balance and will allow our Family Islands to participate in the transformation of our country. In the context of the current period, geographic
equity means repopulation of the Family Islands and the development of nodes of growth in all of them.

**Social Inclusion** - We must seek to create a mind-set among all residents of our country that they have to join in the process of socio-economic development. This means that whether one is a temporary worker in the TCI, a permanent resident, or a Belonger, all share one thing in common, the individual and collective responsibility for socio-economic development. This level of commitment can be achieved only by an approach in social relations that is respectful of the human person, whatever one’s origin, and that is socially inclusive by accepting the fact that each person in TCI can and does contribute to the social good, even if one’s stay is determinate or restricted by Immigration Rules. Measures are outlined in the Framework, as part of this socially inclusive approach, and include:

- Establishment of assimilation programme for visitor workers and new Belongers;
- Research and documentation of Belonger Culture;
- Making the History and Culture of the TCI a part of the curricula of schools; and
- Establishment of programmes for teaching for English as a second language.

**Infrastructure Support** - There is need for the provision of physical infrastructure to support economic development as well as the delivery of social infrastructure to cater for the ballooning population, including the provision of adequate housing for migrant workers. A number of infrastructural developments that are likely to support development and have their own dynamics and lead to further economic expansion include:

- Development of the Caicos Spine Link;
- Development and expansion of the town centres in Providenciales, Grand Turk and North Caicos; and
- Upgrading of ICT infrastructure.

To ensure the timely provision of infrastructure and to correct the problem of infrastructural development lagging behind social and economic development, it will be important for appropriate arrangements to be put in place and adequate resources available to accommodate their timely delivery.

**Critical Success Factors to the Implementation of the Framework**

The critical factors for the successful implementation of the NSEDF are as follows:

- Belonger participation in the development process;
- The application of information technology across all sectors, government and private, to increase productivity;
- Collaboration among State agencies;
Consistent population policy, informing labour and migration policies;
A tax structure geared to improving the elasticity of revenues relative to economic growth;
Strict adherence to ecological sustainability in the planning and implementation of all development initiatives;
The commitment on part of the Belonger population to excellence as a criterion for fitness and ‘firstness’;
High sensitivity to the scientific and technological frontier; and
Commitment to participatory governance.

Key Assumptions and Forecasts

This section highlights the key demographic assumptions and economic forecasts that will serve as a guide the Framework.

Underlying Assumptions

1. There will be no radical departure from the current political philosophy of the country.
2. The Government will remain committed to the issue of sustainable development.
3. The Belonger population will grow at a rate of 2.5 per cent per annum through natural increase and return from abroad, and so the demography and labour requirements of the country will continue to be met largely by imported labour. The heavy dependence of migrant labour will continue throughout the planned period.

Population and Household Projections

The TCI Department of Statistics estimated that based on current patterns of migration the population will grow to 55,000 by 2015. The Framework uses an average population growth rate of seven per cent per annum over the next 10 years, resulting in an estimated total population of about 60,000 by 2017. This figure represents a conservative inflation of the existing forecast, rather than a projection based on current patterns of migration. If the population were to be allowed to grow at this rate it would double in the next 17 years, but in the case of the TCI, harmonised immigration and labour policies which form part of the current Framework, may be used to maintain and control the required population levels.

While current rates of growth of the population have been super normal the TCI will continue to need to import labour for some time to come if it is to maintain high rates of growth. Much of the infrastructure and other Projects outlined in the Framework
anticipate the availability of skilled and non-skilled labour. The revised immigration and labour policies are also expected to introduce new regulations regarding the issue of immigrant workers bringing their families and the length of time that they should be allowed to reside here.

The birth rate of the Belonger population is currently low. While the Framework provides some incentives by way of child allowances, the rate cannot be expected to increase to more than 15 per 1,000 per year by 2017. Additionally, the TCI has an ageing population of Belongers who will need various social and other services. The current crude death rate in the TCI was 1.77 in 2004. The Framework applies the current crude death rate and uses the current natural growth rate of 2.5 per cent per annum. The age profile of the population is forecast to remain similar to the current for some time to come, with children remaining in school (and thus dependents) longer so as to attain University and/or other tertiary level qualification. This has implications for service provision including health, education and housing needs.

In particular, the resident workforce, which increased from 15,161 in 2004 to 17,442 in 2005, is expected to continue to grow since, as a result of the plan, there is some expected bunching of investment in the short to medium term (until 2010) but to remain fairly constant after that. The key assumption with respect to labour in general and labour productivity in particular, is that the growth in the size of the labour force will eventually be slowed with increasing output as there is a move to increase productivity through upgrading the skill level of the workforce and the adoption of ICT use in government and the private sector on a large scale.

The Framework makes consideration for a number of non-Belongers to gain citizenship every year based on specific criteria. This has implications for the numbers that will qualify for benefits from social services provided at free or differential rates.

The Framework projects a household size of approximately 2.5. The current housing stock of 7,500 is estimated to be increased to 22,250 by 2017, to cater to the increasing population and the increase in the economically active population which will be needed to fuel the planned economic expansion.

One of the main objectives of the Framework is the social regeneration of the family islands, such that by virtue of the availability of economic opportunities and improved transportation and communication services, the population will be more balanced in terms of density across all the islands over time.

Thus the population profile of the TCI can be expected to be as indicated in the table below over the next 10 years.

**Economic Forecasts**

Total employed in the country was estimated at 17,442 in 2005. The unemployment rate was estimated at eight per cent in 2005 and 6.2 per cent in 2006. Assuming an
unemployment rate of six per cent and a controlled rate of growth of the population, the rate of growth of GDP is expected to remain high, at or above 10 per cent per annum for some years to come (2007-2013), based on a planned economic expansion and assuming no large-scale natural disasters or other international events that may adversely affect the tourism sector, and to level off at about 7 per cent per annum thereafter.

The main factors that will influence the number of jobs include, in addition to derived demand, productivity improvements, and innovations in the application of technology to diversify the economy and to create intra-sectoral linkages, with particular reference to Tourism, Agriculture and Fisheries and ICT.

**Taxation:** TCIG, like a number of other ‘no tax’ jurisdictions, has abjured the use of income taxes. These, however, tend to be the most equitable and elastic, in the armoury of tax measures. In the absence of income taxes, the government cannot commit to paying for all social services out of recurrent revenues. Thus, there is a need to adopt a system that uses a combination of the most elastic of indirect taxes, and of user fees, wherever they can be easily applied (such as road tolls and health insurance schemes), in order to defray these costs.

Moreover, given the expansion in expenditure and the substantial number of lumpy investments that have to be made, for example, in physical infrastructure, the long term revenue requirements of the country have to be a major agenda item in public finance. The borrowing limits are expected to observe the guidelines set by the British Government. The structure of the fiscal system of the TCIG ensures that the TCIG is not in a position to create credit.

Any adjustment has to be accomplished by way loans to the TCIG, intergovernmental transfers or grants, or through the running-down of reserves. There is a study being undertaken on the tax system. This should identify the appropriate model for raising tax revenues in the TCI, which, in the final analysis, has to finance development of the country. TCI, on the basis of its current indicators, will not qualify for concessional credit and grants.

The key macro economic indicators of the TCI over the next 10 years can be expected to be as outlined in Table below.

While these demographic and economic forecasts are important as a starting point for the planning exercise, they represent a high degree of uncertainty in many respects. In particular, there are many other issues that need to be taken into account when making policy decisions, especially when attempting to pre-empt the reactions of people faced with contradictions and difficult choices.

Thus, the forecast should act as guides only and should not be deemed to be statement of fact. The most significant areas/ issues which are beyond the scope of the estimates and forecasts are the intensity and speed of the impacts of global climate change, technological change, natural disasters and related trade effects.
## Projected Economic and Labour Force Indicators

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<tr>
<td>Resident Population</td>
<td>25,143</td>
<td>27,496</td>
<td>30,602</td>
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<td>35,310</td>
<td>37,782</td>
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<td>53,325</td>
<td>55,458</td>
<td>57,676</td>
<td>59,983</td>
</tr>
<tr>
<td>Population growth rate</td>
<td>20.3</td>
<td>9.4</td>
<td>11.3</td>
<td>7.8</td>
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<td>Population 15 years and older</td>
<td>18,948</td>
<td>20,998</td>
<td>23,904</td>
<td>25,777</td>
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<td>33,789</td>
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<td>37,961</td>
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<td>43,319</td>
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<td>Labour force</td>
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<td>23,610</td>
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<td>Unemployment rate</td>
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<td>GDP constant (2000) prices (US$M)</td>
<td>378,225</td>
<td>421,349</td>
<td>479,935</td>
<td>527,929</td>
<td>580,721</td>
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<td>1,100,798</td>
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<td>Real GDP growth (%)</td>
<td>9.3</td>
<td>11.4</td>
<td>13.9</td>
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<td>10.0</td>
<td>10.0</td>
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<td>10.0</td>
<td>10.0</td>
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<td>GDP per capita (US$)</td>
<td>15,043</td>
<td>15,324</td>
<td>15,683</td>
<td>15,998</td>
<td>16,446</td>
<td>16,907</td>
<td>17,382</td>
<td>17,869</td>
<td>18,370</td>
<td>19,245</td>
<td>20,161</td>
<td>20,643</td>
<td>21,239</td>
<td>21,851</td>
<td>22,482</td>
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<tr>
<td>Labour productivity (US$)</td>
<td>26,918</td>
<td>27,792</td>
<td>27,516</td>
<td>27,293</td>
<td>27,998</td>
<td>28,783</td>
<td>29,590</td>
<td>30,420</td>
<td>30,944</td>
<td>32,417</td>
<td>33,961</td>
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<tr>
<td>Resident Population</td>
<td>30,602</td>
<td>33,000</td>
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<td>55,458</td>
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<tr>
<td>Belongers</td>
<td>11,452</td>
<td>11,738</td>
<td>12,032</td>
<td>12,333</td>
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<td>12,957</td>
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<td>14,302</td>
<td>14,660</td>
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<td>40,798</td>
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<td>Belongers as % Total Resident Population</td>
<td>37.4</td>
<td>35.6</td>
<td>34.1</td>
<td>32.6</td>
<td>31.3</td>
<td>30.0</td>
<td>28.7</td>
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<td>27.3</td>
<td>26.8</td>
<td>26.4</td>
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<td>Average household size</td>
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<tr>
<td>No. of Households</td>
<td>12,240.8</td>
<td>13,200</td>
<td>14,124</td>
<td>15,112.7</td>
<td>16,171</td>
<td>17,303</td>
<td>18,514</td>
<td>19,439</td>
<td>20,411.34</td>
<td>21,329.85</td>
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<td>7500</td>
<td>7700</td>
<td>10200</td>
<td>12700</td>
<td>15200</td>
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<td>20200</td>
<td>21200</td>
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<td>23200</td>
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<td>Unmet housing need</td>
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<td>-5500</td>
<td>-3924</td>
<td>-2412.7</td>
<td>970.57</td>
<td>-1102.5</td>
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<td>1239.4</td>
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<td>-1129.85</td>
<td>-983.039</td>
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<td>New Housing Units [additional]</td>
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<td>200</td>
<td>2500</td>
<td>2500</td>
<td>2500</td>
<td>1000</td>
<td>1000</td>
<td>1000</td>
<td>1000</td>
<td>1000</td>
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<tr>
<td>Rate of growth of housing stock (%)</td>
<td>2.7</td>
<td>32.5</td>
<td>24.5</td>
<td>19.7</td>
<td>6.6</td>
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Section 3B

The Economy

Introduction

The economy of TCI is small and relatively undiversified, but has shown a remarkable performance in the latter decades of the last century as it undertook a total transformation from a Salt and Fisheries based economy, to a tourism and financial services driven economy. In more recent times, public sector initiatives directed at expanding the physical and social infrastructure have enhanced growth rates.

The objective of the present planning exercise is to lay the foundation for sustainable development around a wider range of sectors, by deepening and widening on what exists. Some of the planks of the platform for growth have been laid in the most recent past.

The present Plan seeks to create greater coherence among these initiatives and to elaborate on the policy implications that emerge. The perspectives of the Belonger population of our country have guided the process of elaboration, in ensuring that the Plan is consistent with the felt needs of our population.


TCI has achieved rates in the high single digits and of over 10 per cent in recent years. There was an inevitable slowdown following the September 11, 2001 terrorist attack which had world wide repercussions on the travel industry. Given the heavy reliance of the country on tourists coming from the United States, TCI’s vulnerability was quickly exposed. However, as the sector experienced rebound, the economy of TCI resumed a positive growth path.

The Financial Services Sector and Fisheries are the other sectors that currently provide important export earnings for the country. The former, however, has not achieved the potential that it seemed to promise when the country embarked on the development of the sector, mainly because of some lack of resilience in bringing the relevant legislation up to date in keeping with regulatory requirements and developments in this sector internationally.

This, notwithstanding, TCI offers an attractive location for the professional cadres that operate within the Financial Services Sector: our tourism product and the infrastructure developed to support it has created a joint product, offering services to visitors while at the same time maintaining an accommodating environment suitable to the high end personnel that services the Financial Services Sector. The Fisheries Sector, meanwhile,
has continued to make a contribution to GDP, mainly through the export of conch. The net result is that the economy has performed very well over the trajectory of the first seven years of the present decade.

The efforts of the Government to accelerate the rate of growth and to develop a more secure economic base have been focused on the enhancement of the physical and social infrastructure. This has been the more significant element in the growth impetus that we have experienced in the last few years. With this thrust, there has been a commensurate increase in public debt. Loan financing varied between US$12.5m and US$14.0m between 2003/04 and 2005/06, and was projected to reach US$41.1m for 2006/07. The Government has resorted to revenue enhancement measures, to service debt and to restore balance in its fiscal operations.

The high rates of growth have created a demand for labour that could not be filled by the resident population. As a result of autonomous inflows coupled with contracted labour and personnel, the resident population of TCI increased from 20,000 at the last Census to over 35,000 currently. Most of this population explosion has taken place on the island of Providenciales which has remained the economic dynamo of the country. However, the concentration of economic activity on this island has had its sequel in the depopulation of the Family Islands resulting in unbalanced growth among the islands.

Thus, the tasks of economic planning include the establishment of a mechanism for diversification of the economy as well as the creation of a paradigm that yields a more equitable distribution of economic activity across the islands and the communities of TCI. While the State may need to continue on the path of promoting transformation by dint of public sector investment, in the medium to long term, there is need for private sector investment to increase and to become eventually the prime driver in the economy.

At the same time, in the context of the political economy of TCI, there is need for domestic entrepreneurs to actively participate and be significant players in the private sector. Otherwise, the Belonger population will see itself outnumbered by an incoming work-force, and marginalised from mainstream development by incoming capital taking advantage of the infrastructure being laid by the Government.

**Modelling the Macro-Economy of TCI**

The Macro-Economic Model that complements this planning exercise has been elaborated based on historical data for the period 1980 to 2004. The model has been derived from a framework that captures key inter-relationships that have applied over the period, and for which there were enough compiled data allowing for the development of an integrated computable model. It simulates the behaviour of the main macro-economic indicators, and provides a framework for predicting future outcomes. The Model consists of 50 equations comprised of five behavioural equations and 44 identities, with 39 exogenous variables.
There are four major blocks:

1. An Output Block;
2. A Consumption Block;
3. An Investment Block; and
4. A Trade Block.

There were data problems in developing the Investment Block, especially in respect of private investment. This has been the major limiting factor in the construction of the model and should be taken into account when interpreting the results, and more so for the latter part of the plan period.

Simulation results were considered for each of the endogenous variables estimated behaviourally. The Theil Coefficients were used in the determination of the “goodness of fit” of the model. It was found that the model forecasts best Total Exports of Goods and Non-Factor Services (XGNFS).

Generally though, when account is taken of the data limitations, the model performs well in respect of the four behavioural variables, and was used during the planning process, in developing simulations of macro-economic outcomes. It has the capacity to assist in identifying implications of particular measures or policies or lack thereof – for example, uncontrolled increases in the resident population from laxity in immigration and labour policies – on other outcomes in the economy. The model thus allowed for the testing of alternative policy parameters, and provided an opportunity for elaborating different scenarios.

The Model that was used is simple in its design and work is currently being undertaken to modify it to take account of sectoral linkages and the widening and deepening of the economy that should emanate from the initial thrust of the plan as outlined. The New Economy or emerging economic framework of TCI anticipates greater and better linkages between and among sectors such that genuine multipliers emerge within the economy.

In that regard, the model reflects relationships that could be measured and are well explained among variables in that period. It identifies the probable growth path if the underlying structure is maintained, and can be used to forecast economic activity in selected variables into the future, on the basis of the assumption that the relationships would remain as they have been in the past.

On the other hand, where major interventions are planned by way of gross fixed investments, the quality of the inter-relationships could change, in a way that may not be captured by the model. It becomes necessary to ‘intervene’ in the model in such situations. Yet the model remains the most coherent and effective tool in planning the structure of the economy in the short to medium terms. Even if there is no change in the structure, estimates from the model may not quite tally with actual data. In the present
exercise, estimates of government revenue and expenditures are replaced by current data sourced from the Government’s Budget Documents, where these are available.


The model was utilised in deriving the Gross Domestic Product, Consumption, Investment and Government Expenditure over the period 2008-2017. The medium to long term projections for the economy are based on a number of assumptions, as follows:

- The international environment remains favourable, i.e., growth prospects would hold steady in the USA, Canada, Europe and China;
- The current development thrust of the Government would continue laying the base for crowding in private sector development in Tourism (including Eco-tourism and Education Tourism), Fisheries and Agriculture, Financial Services and ICT, and in other areas that the domestic and foreign private sectors identify as viable activities;
- Major spending will continue in Construction and Real Estate; and
- The rate of population growth is controlled by procedures that are strictly adhered to in respect of Immigration and Labour Policies.

**GDP Growth**

Based on historical performance, the model projects that the TCI economy will grow at rates of 16 per cent and even as high as 38 per cent over the period 2008 to 2017. Population must trend downward to under five per cent in the medium to long-term: this has implications for the labour force. In order to achieve these rates of growth, there must be heavy investment by the Government.

The model projects that government investment should increase from US$253.7m in 2008, as per the model, to US$1,074.8m by 2012, and increasing almost exponentially to 2017. Government Expenditure is projected to increase from US$285.2m in 2008 to US$577.5m in 2012 and further increasing to US$1,455.7m by 2017. This results in Government Budget Balance projections of US$6.5m in 2008, increasing to US$22.9m by 2012 and further increasing to US$2,535.8m by 2017.

These estimates would apply more or less *if, and only if,* the basic structure of the economy were to remain unchanged. The objective of the planning process is to move the economy to a new threshold. In that regard, there should be a shift in the parameters and a change in the nature of some of the relationships. Doubling capital investment or capital expenditure by Government, as called for in the plan, would push GDP growth upward, all other things being equal, if the economy was not subject to such leakage problems as exist in a very open economy. The projections towards the latter years of the Plan, have to be treated with greater caution, given that trends derived from the
historical data in the model, may not hold far into the future. The following subsections comment on some of these.

**Sectoral Distribution**

The economy has been heavily dependent on tourism and related services. This will remain so as the take-off is premised on the continued growth of tourism and receipts from the sector. Moreover, the shift to higher quality and improved occupancy, which is a conscious strategy of the Plan, will mean increased revenue and a larger contribution of the sector to Government Revenue and to GDP in the short to medium terms.

However, the strategy adopted in the Plan seeks to build other economic sectors – Fishing, Agriculture, Financial Services and ICTs – such that there will be an increase in export oriented economic activity in addition to the internally traded sectors that contribute to the transformation of the economy and society. Even in the face of the rapid expansion of tourism, the other sectors will emerge to make a meaningful contribution to GDP and would figure in the export earnings of the country.

**External Trade**

The services sector of the economy will be critical in creating balance between imports and exports. TCI will always have a deficit on its visible trade, in respect of all its equipment and most of its capital in addition to most household consumable products. The model projects inherent balance of payments problems. However, the plan identifies areas in which there can be some limited import substitution by way of inputs from the Fisheries and Agricultural Sectors, as requirements for the hotel and restaurant sector, let alone the domestic food supply chain. There is need to exploit to the fullest all possibilities for creating backward and forward linkages within the economy. Most importantly, there is need for the country to quickly develop new sources of foreign exchange earnings to avert any crisis in its balance of payments.

**Savings and Investment**

Every effort has to be made in increasing the supply of domestic savings and in channelling these as far as is possible to productive investments in the domestic economy. In the short to medium term, much depends on the mobilisation of resources by TCIG. This is inevitable given the stage at which the economy is and the need to stimulate productive activities on the Family Islands.

On the other hand, through TCInvest and the adaptations to be undertaken around it, the stimulus will be provided for TCIslanders and others to invest and create productive capacity in the economy, at rates of return that would recover the costs on such investments and set the private sector on course for continuing subsequent rounds of investment and savings in the economy.
Banking and Finance

TCI does not have a Central Bank and there is the free flow of funds into and out of the country. This has meant that the resources mobilised in TCI need not be destined for investment in the domestic economy, and there could well be shortages of resources for local entrepreneurs even though the activities in which they are involved can yield rates of return in excess of where the banking system allocates these resources abroad. TCIG may need to exercise some level of moral suasion to encourage the banking system to look more kindly at our domestic entrepreneurial class.

Wages and Labour Market

One of the implications of the implicit strategy of securing labour from abroad is to encourage professional and skilled personnel for the public and private sectors, through competitive contracts, and to rely on the supply of labour from the islands, mainly of Hispaniola to secure the lower level cadres. Since this latter supply is ‘unlimited’ at prevailing rates, this has encouraged the development of a model that places little emphasis on productivity improvement. The social costs, in terms of poor quality housing and other amenities for workers, do not figure in the private calculus of employers, to the detriment of the development of long term interest of TCI.

The Plan seeks to correct this, by restricting the unlimited supply such that choices more propitious to productivity growth will be forthcoming in the selection of labour and personnel from abroad. Wages will rise, but employers will be encouraged to seek to improve productivity, which will have positive general effects on the economy and society of TCI.

Prices and Inflation

The generally highly open market of TCI ensures that prices move relatively closely with the availability of goods and services in the international market. Nevertheless, such large amounts of spending in the domestic economy could also be inflationary.

Additionally, there are certain costs and benefits that have not figured as effectively in the analysis and the praxis in the private and public sectors, the most important of which has been the cost in terms of the depreciation of the natural capital of the country which has one of the most fragile natural environments in the world.

The Plan seeks to ensure that this comes to the fore, thereby protecting the country in the medium and longer term from decisions that would depreciate its natural capital whose real scarcity is not always revealed in the model of development that has been pursued in the past. There will be price implications, but these need not lead to an inexorable inflation relative to international prices given the open nature of the TCI economy.
Public Finances

The level of financing required by the Plan will inevitably create the need for new and expanded sources of revenue to the Government. Even if there is rejection of the idea of formal direct income taxes, TCIG has few options but to find tax mechanisms that are elastic relative to income and GDP growth. These may include but not be limited to:

- The introduction of a Value-added Tax (VAT);
- Increased accommodation taxes;
- Increased Business Licence Fees;
- Increased motor vehicle taxes, based on engine size;
- Property taxes – lands and buildings taxes - to be rated on an annual basis, possibly in replacement for the sale of Crown Lands;
- Increased departure taxes;
- Introduction of toll charges on new roads and on the causeway; and
- Increased user charges/cost recovery in certain areas of the health system.

In effect then, the Plan has to be premised on a major reorganisation of the tax structure.

Government Capital Expenditure

Much of expenditure to be undertaken in the first few years of the Plan is likely to lumpy. This leads to some front loading of investment by the Public Sector, hopefully with the result that private investment is triggered to complement the government led investments. The anchor projects in the Family Islands should have such results. The Plan seeks to ‘crowd in’ private investment through the base that will be set mainly by Government Capital Expenditure. The Plan anticipates capital expenditure by the Government averaging US$200.0m per annum for the entire period, as compared to US$82.0m approximately, in 2006, which has been the highest figure for the present decade, to date.

Public Debt

A critical derivative of the model is the Financing Gap, or the surpluses or deficit required to accompany the growth rate of GDP with minimum inflation. The Government Budget Balance in the Model is really the financing gap or the amount of money which the Government must find in order to achieve planned spending and the generated surpluses or deficits to its Budget.

Much of the spending by the Central Government is expected to continue into the medium and long-term in TCI in a number of critical areas, namely:

- Tourism, where there are likely to be increases in room occupancy;
The linking of islands through causeways;
☑ Other road improvement projects, especially in the Family Islands; and
☑ Major construction and infrastructure projects, including the building of sea defences, and sewage and waste disposal systems.

A critical question therefore is how to finance the gap that will result from all of these projects? It is clear that the purely endogenous factors including productivity growth would be inadequate by themselves, to generate the level of economic activity suggested in the model. Moreover, given that TCI is an open economy, there would be tremendous leakages from the circular flow. Nevertheless, it seems that the government is committed to generate the multiplier effects necessary to bring about the changes in the economy.

The large number of projects identified can only be financed by increased government spending. This spending would require large amounts of revenue by the government. Such large amounts of revenue may not be readily available by the TCI Government and as a result the Government will have to borrow.

A close look at the existing gross debt stock identifies the challenge.

![Gross Debt: 2001 – 2007](chart)

Source: DEPS

The existing debt stock has increased tremendously as can be seen from the graph above. It currently stands at US$108.385 million. Further spending by the government not matched by sufficient revenues from taxes and user charges will certainly lead to an explosion of the existing stock of debt and put the country under closer scrutiny from the UK Government and the International Financial Community, if there is any evidence that key ratios are being breached. TCI, because of its level of development, as
evidenced by its high per capita GDP, has been graduated from grant funding. Thus, loans may be the primary source of financing available, outside of surpluses that the Government can generate.

One of the exercises carried out during the planning exercise was to shock the projected government revenue by 10 per cent in the year 2006 to identify its impact on the projected financing gap stemming from proposed expenditures. The assumption is that the Government will restructure fiscal operations to generate a larger revenue yield, at least for most of the period of the plan when Government Investment may have to be in the lead.

The model shows that a 10 per cent shock designed to increase government revenue would have caused the financing gap to fall from US$28.0m in 2006 to US$8.7m. If there were no change in the existing tax structure and in the system of user charges and fees, the debt stock could rise to US$163.7m by 2010. These are indicative estimates without account being taken of interest charges. The first three years of the Plan call for Government Capital Expenditures approximating US$200.0m per annum: this is two to three times larger than the six fold increase between 2004 and 2007. All the indicators suggest that the country could not escape breaching the borrowing limits, if the investment levels dictated by the plan are to be realised. There is a slim possibility, however, that this can be avoided by fiscal reform, in the direction of more elastic taxes.

The enormity of the challenge is seen in its most acute configuration when account is taken of the fact that the model assumes that the sale of land will continue to contribute to capital revenue and thus, to the inflows available to the Government. The model simply builds on the historical record, and projects into the future on that basis. However, an important strategic initiative that is recommended is a change in the policy of sale of Crown Lands, which, in such a small country is too finite and exiguous a resource to be disposed of in balancing the budget. If new taxes are to compensate for the sizeable contribution that sale of land would have made, then tax reform is a crucial imperative in generating the resources needed for the plan.

The servicing of the debt requires of the Government an increase in the quantum of revenue raised, not excluding a raising of the share of taxes in GDP for some period given the ballooning that has to take place in Government spending to take the economy to a new productive plateau. Debt and the share of Government in GDP will rise until private sector investment is triggered in quantum and quality such that this latter drives the rate of growth in the economy.

The Government may also consider the phasing of projects over a longer period rather than attempting to undertake so many major projects in the early years of its development thrust. Furthermore, the Government has to be ever mindful of the stock of debt which would be required to fund the development programme.

It will be necessary, on the basis of all the available indicators, for the Government to seek to raise the limit of debt relative to revenue from 50 per cent to 80 per cent in the early period, and to gradually to revert in the latter period as the economic base is
reorganised and the private sector rises to take advantage of the expanded platform built through Government Investment.

**International Loans and Technical Assistance**

TCIG will need to borrow in the short-term for the range of projects that derive from the model of development that derives from the Plan. Some of the key projects are already in train in the present budgetary arrangements. There will be an expansion on most of these in the short term. The main new initiatives as ‘do or die projects’ that derive from the plan relate to:

- ✔ Investment in housing to satisfy the needs of a much larger population;
- ✔ Investment in national security and border protection to address a rising crime situation and illegal immigration;
- ✔ The Gateway Projects which are meant to upgrade and improve our air and sea ports of entry, and our telecommunications system;
- ✔ Investment in infrastructure development in the Family Islands which should ideally precede the private sector ‘big ticket’ investments;
- ✔ The establishment of sea or coastal defences to improve the capacity of the country to deal with global climate change and sea rise;
- ✔ The development of an appropriate sewage and waste disposal regime; and
- ✔ The establishment of an Asset Management regime such that private and public hard infrastructure can be monitored, maintained and upgraded in keeping with the demands of the society and economy.

These, together with other planned investments will add to the production frontier of TCI. Some of the investments are not readily amenable to rates of return in the conventional sense: for example, the protection of the natural capital through sea defences does not surface routinely in most private cost benefit analyses. There is a cost to TCI imposed on it by global climate change. The country has to protect itself, and the resources to do so need to be secured. In the short term, TCIG has to seek loans and technical assistance in this and other areas, with as much concessional arrangements that it can negotiate.

**US Dollar and Monetary Arrangements**

Technically, the use of the United States dollar as the official currency of the country has meant that matters of monetary policy are settled by decisions made at the level of the Federal Reserve Bank of the United States and its Treasury. While TCI has little latitude or discretion in this area, there are still approaches that the country can adopt to shield itself from any negative feed-backs.
The lure of visitors from other parts of the world than from the United States is one approach which may be considered to reduce the impact of swings in demand in this market for TCI tourism services. Visitors from Europe and now the Far East are likely to stay longer and spend more, providing more hard currency to the TCI and its tourism plant. These seemingly minute details will all work their way into the fiscal inflows to the Government.

Another approach is to seek, at the level of government procurement, to secure plant and equipment from other sources than the United States once they are competitive. Supply chains are far more efficient with improved transportation, and even the US market is becoming more open to suppliers from outside the United States. This has not been fully exploited by TCI, a fact evident in the wide use of less efficient vehicles on its roads than in the United States itself which has become more reliant on foreign vehicles in its rolling stock.

In an economy like TCI, the only latitude is in the area of fiscal operations and the judicious use of measures can help TCIG treat with the dependent nature of its system on the US Dollar and the US Monetary Authorities. This would also apply to the operations of its loan portfolio.

The table below gives estimates and projections from the model for 2008-2017. The full model is provided in Appendix One.
### Macroeconomic Estimates and Projections from the Model for 2005-2017

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Section 3C

People and Workforce

Context

The population issue occupies centre stage in any plan for the development of our country. Our resident population in the Turks and Caicos has risen astronomically from just under 20,000 at the Census of 2001 to over 30,000 in 2005\(^2\). Immigrants from the Caribbean – in the main, from Haiti – and from further afield accounted for this ballooning in the number of residents.

The essential problem we face as a country is in the reconciliation of two almost conflicting requirements, over the next 10 years. On the one hand, there is need for a larger population comprised of skilled and professional personnel, with much of the increase coming by way of immigration.

At the same time, we have to ensure that as Belongers, we remain in control of our destiny, and can maintain our cultural identity as a people, as our economy and society expand. This general challenge is manifested in certain specific difficulties.

Vision

A TCIslander population which:

- is capable of net replacement, with some assistance from immigration of selected inflows from elsewhere in the world;
- can provide the type of labour force that is consistent with the growth of productivity and improvement of competitiveness of our country, with supplementary workers from abroad on fixed term contracts; and
- is equipped to take charge and control the transformation of our country with sensitivity to our unique heritage.

Achieving the Vision

In order to achieve the Vision, we will pursue active policies and actions to ensure the continued development and enhancement of our people by:

- Preparing TCIslanders to play an active part in the sustainable development process;
- Ensuring that the native TCIslander population is not marginalised in our own space;
- Promoting a capacity for self-actualisation among our population in all aspects of the functioning of the economy and society of TCI, and in the highest echelons of the labour market;
- Responding appropriately to population change and the impacts on an ageing population;
- Implementing an immigration policy that allows us to welcome persons most suited to contribute to our economic and social development, and willing and able to participate as new TCIslanders;
- Increasing labour productivity and reducing the need for cheap labour; and
- Creating a labour relations climate that promotes fairness and balance.

The following specific targets have been set to ensure delivery of the Vision by 2017:

- The Belonger population remains at least 25 per cent of the total resident population;
- The resident population on each Family Island is at least 1,000 persons;
- A natural (Belonger) population birth rate along with naturalisations, carrying the national population to a rate of increase of 5.0 per cent or more per annum;
- Reduction in the percentage of persons retiring before age 65 by 33 per cent;
- Percentage of migrant workers with higher education and skills receiving labour clearances increased to at least 75 per cent of the total clearances issued annually;
- Productivity raised by over one per cent per annum; and
- Labour relations legislation passed by 2009.
Preparing Our Population for Sustainable Development

Our vision of the sustainable development of the TCI takes us beyond the realm of achieving material success at any cost, into a new dispensation where we strike a balance between our social and economic success with environmental sustainability. Therefore, our success as a nation must be measured also by how we retain our traditional values and community spirit and how well we manage and protect our natural resources.

Given the fragility of our environment, our population and, indeed, all residents, have to be eternally vigilant in respect of the management of the environment. Enlisting every resident of TCI, temporary or long term, as a responsible steward over our environment has to be a perennial exercise in mass persuasion and social marketing. Reaching everyone at the subliminal level such that we are all involved in the strict application of best and most appropriate practice in the management of the TCI space is going to be a challenge. Our people have to become eco-conscious.

Strategy

The preparation of TCIslanders to participate in the development of our country requires the convergence of a number of policies and measures. Foremost of these is building awareness and gearing the mindset of our people towards national development.

We have to build consciousness and mobilise our people for participation in the sustainable development process through the design and implementation of a continuous programme of social marketing, geared at raising awareness and stimulating attitude and behavioural change. In addition to public relations and advertising products, the programme will use a creative mix of commercial marketing, interpersonal and community development approaches to motivate TCIslanders to learn about, and take part in, the sustainable development process. As part of the programme, the Community Development Department will work with a mix of target groups, including schools, youth, the private sector, Non-Governmental Organisation (NGO) and community sector, and the general public, providing materials, information, advice on sustainable development and creating opportunities for learning about sustainable development. The programme will combine a number of features that make them unique among the various target groups. The continuous evaluation and updating of this Programme will be important to measure changes and to refine programme activities to meet a changing environment.
Aligning Belonger Firstness with Being the Best

Our people have expressed a preference for the Singapore approach over the Dubai model. In all of the consultations that have been held, there has been a unanimous call for Belongers to be active agents in the development process. It is widely agreed that while the country is blessed with the natural resources of a unique environment, it is the nature of the services that we provide to the world and our protection of these resources that would assure us high income and a good quality of life.

In being accorded pride of place of being first, we have to be among the best in the world, since the world already dwells amongst us. Our policies must be designed to bring us to the level where we are technically among the best in the world. We have to become fit to be first.

Strategy

The Government will put measures in place to encourage the Belonger population to seek high levels of performance in all their roles and tasks such that they inculcate the acceptance of the idea that ‘firstness’ has to be won on merit rather than on ascription.

1. Social marketing of being at one’s best at all times, and being able to attain high quality in all that we do, will be made pervasive in different ways. The exemplars that will be chosen will be quality people, demonstrating how TCIslanders can become a quality nation. While the Government will need to drive the process through programming in the public media, care will be exercised to create a participatory involvement of the population at large, to avoid social marketing of ‘firstness’ ever descending to political propaganda and to suggestions of jingoist supremacy.

2. TCIslanders must be given the opportunity of achieving high level education and training to allow us to compete for high level employment as managers and professionals, especially in the growth sectors of the economy, in addition to what obtains in the public sector of the country: in this regard, there will be need for our people to be exposed to the fact that we are in the global market place while resident in the TCI. Thus, to win and retain high quality employment, we have to be no less adept than our counterparts everywhere else in the world. The more specific measures in the field of education and training are outlined in the Chapter on Education and Skills.

3 In the Singapore approach, there is encouragement of immigration of highly skilled and professional people to join in the development of the country. In the Dubai approach, high earnings from natural resource exports are used to secure imported labour to service the economy, with the national population enjoying the fruits of growth through the distributive measures in place allowing them access. In the case of Singapore, the national population, through their knowledge, and skills, are the actual source of the growth rather than natural resources of oil or any other mineral.
3. Credit will be made more readily accessible to our people to allow us to become entrepreneurs on our own account, and to participate as business persons in such areas as the owning and running of hotels and guest houses, legal and financial services firms capable of participating in the provision of services as incoming firms that have invested in offshore services operations in TCI. The TCI Development Agency and TCI National Bank are expected to play key roles in the provision of credit facilities to Belongers.

4. There must be an inculcation of a culture of entrepreneurship, with the secondary school system and the post-secondary institutions being a major locus for the marketing of the perspective of TCIslanders as business persons in our own right.

5. Establishment of Community Empowerment Division - There will be need to establish, possibly within the Ministry responsible for Community Development, an agency that will be charged with community development programmes, including with social marketing to our population on themes relating to individual responsibility for sustainable development and for self-upgrading to be competitive with the rest of the world, and for an appreciation of the unique culture and history of our country.

Managing Our Population Size

There are a number of demographic factors that must be addressed. Our Belonger population is estimated to have declined from 52.0 per cent of the resident population in 2001 to 37.4 per cent in 2005. The structure of the population has also changed. With most of the immigrants being largely prime age individuals seeking employment, the share of the population under 15 years and 65 years and over, fell from 33.9 per cent to 26.3 per cent over the period.

The formal increase in the inflow of immigrants has been triggered by the voracious demand for labour in Construction and the Services sectors, principally. The number of new labour clearance applications almost doubled between 2003 and 2005. Behind the increase in labour clearances is the increase in the resident population. If that rate of growth was maintained at the level observed for the period 2001 to 2005, the population could rise to some 70,000 by 2017. On the other hand, if the present model is maintained but the pace of growth was to quicken further, the resident population could rise to between 75,000 and 80,000.

This increased population has to be compared with the largest possible increase in the Belonger population, strictly by way of the expansion of the demographic base of the present. If we were to grow at 1.5 per cent per annum, the Belonger population would not exceed 15,000 in 2017. At a very high rate of growth of 2.5 per cent in the native Belonger population, we would just barely surpass 15,000 native Belongers. Thus, we are
likely to be reduced to 20 per cent of the resident population or less, unless we restricted the resident population to less than 60,000.

This is compounded by the fact that the Belonger population has shown a precipitous decline in parturition rates in the last four decades. Partly because of labour force participation, many are opting to have one child, if any. There is need to encourage Belonger families to have some minimum number of children to ensure some reasonable rate of replacement from among ourselves. Large numbers of Belongers are resident abroad – in the Bahamas and in the United States. The numbers are large relative to those of us who have remained in the TCI. Our population base over the next 10 years has to be expanded by encouraging them to return home.

It is important to address the issue of the depopulation of the Family Islands. This has created lopsided development not only in the economy but also in the society. The Family Islands have become increasingly unattractive as a location for establishing homes and as a place of work for our people, and more so for the younger generation. Our people have voted with their feet and this has led to the decline of villages in the Family Islands, at worst, or at best, to small residual communities of elderly Belongers and their grand children. The depopulation of the Family Islands has been complemented by the over-densification in some communities in Providenciales in particular. Migrants from abroad as well as from our Family Islands converge on locations like Five Cays and Blue Hills, leading to a decline of social conditions, and the development of ghettos.

**Strategy**

1. **Developing a Population Policy** which will provide measures to:
   
a. Reduce the present rate of overall increase in the resident population to no more than five to six per cent per annum or to such rates that the resident population could reach but not surpass 60,000 by the end of the Framework period: this would allow Belongers to remain at about 25 per cent of the resident population.

b. Sponsor resettlement of Belongers willing to return and participate in the development of the country;

c. Increase the available workforce by removing any requirement for compulsory retirement before the age of 65; and

d. Encourage settlement of the Family Islands by Belongers and by immigrants such that each settled island would have a population of 1,000 persons at least by the end of the period of the Plan.

2. **Inter-ministerial Collaboration** - The Ministries responsible for Community Development, National Security and for Immigration will collaborate in the repopulation of the Family Islands.
3. **Providing child allowances** – This is expected to encourage families to have at least two children should assist in keeping the Belonger population at replacement levels. There will be need to establish in the relevant Ministry of the Government, an agency that will administer support to women in the TCI or relevant guardians, who qualify for child allowances.

4. **Revision of the Immigration Policy** – It is inevitable that TCI has to join some developed world countries in competing for skills and population from elsewhere in the world. Its population can grow only through net immigration. Immigration policy will be accommodating of the population issue that the country faces and therefore would be made to subserve the population policy.

   Immigration policy will be geared to encourage a certain percentage of the population providing services on contract to the country to stay beyond their contract period. The emphasis will be on well educated or skilled personnel and their families, in addition to others who may have a clear commitment to settle as new TCIslanders. The draft Policy will be verbalised and ventilated among the population.

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**Managing Our Growing Cultural Diversity**

Because of the small size of our population, we cannot escape having high rates of immigration, and accepting large numbers of persons on contract and as resident labour at every point in time. This requires that our Belonger population develop the qualities necessary for working and living in a social environment that has to be inherently diverse. We have to learn to feel comfortable with our own culture, while we manage respectful relations with those of other cultures who contribute to our economic and social development. It is a major challenge and has to be tackled starting at the level of the school.

**Strategy**

1. The Government will provide the resources to the Department of Culture such that it can continue the work of documenting and bringing to the fore the culture of the people of the TCI. The Department will collaborate with such agencies as the Ministry of Education and the Department responsible for Youth in developing programmes and infusing in existing programmes the sense of a TCI identity that is distinctive, and which is anchored on the unique historical experience of the people of the TCI.

2. The affirmation of the TCI culture will need to accommodate for the reality of the presence of people of diverse origins in our development over the last thirty years. In learning of the role or contribution of Britain, the United States, Bermuda, Haiti, Jamaica and the Bahamas to the development of the TCI, our
young people growing up in the TCI will develop a better sense of what makes them distinctive in the Caribbean context.

3. The *History of the TCI* from pre-Columbian times to the present and the significance of TCI *Firstness* must be requirements on the school curricula, such that no student in the TCI would complete the primary and secondary educational process without an appreciation of the historical development of our country. The Department of Education will collaborate with the Department of Culture in the development of material to infuse the educational curriculum with a sensitivity to the history and culture of the TCI.

**Addressing the Needs of an Ageing Belonger Population**

The rapid rate of decline in natural increase of the Belonger population has been accompanied by the ageing of the population. There is need for this to be fully addressed in our policy framework relating to such issues as the provision of health services, retirement policy, and the provision of services to the elderly, including assisted living, housing accommodation and health.

**Strategy**

1. The retirement age will be raised in keeping with the improvement in life expectancy of the population, and there will be encouragement of part-time work for the elderly who may want and are capable of labour market participation.

2. A range of services for the elderly will be developed, including home help assistance, in recognition of the fact that many of our elderly will live alone, or will be shut-ins. This will also include monitoring the operation of homes for elderly to ensure their proper functioning, and the promotion of public/private sector or non-governmental collaborative arrangements in the provision and operation of homes for the elderly.

3. Public assistance payments to the elderly without social security benefits will be monitored and updated in keeping with the cost of living.

4. As the Information Technology (IT) culture develops in our society, initiatives will have to be implemented to ensure that the elderly, who are less proficient with IT, will not be denied access to better social services and isolated from society.

5. It will also be important to improve the social infrastructure in ways that enable the elderly to engage in economic and social activities.
**Increasing Labour Productivity**

A major issue we face as a country is the alignment of our demand for labour with our population policy. For most of the period of our economic expansion since the mid 1970s, policies relating to the provision of labour clearances have dictated the shape of the population, rather than a coherent population policy providing the backdrop for labour policy. The labour market now responds to the almost unlimited supply of cheap labour from Haiti, with a high elasticity of employment growth to the rate of growth of output, and thus to the declining productivity which has since been corroborated by the Statistics Department (Statistics Department, op. cit).

The population policy should not be subordinated to the dynamics of the demand and supply of cheap labour. In addition, labour policy in the TCI has to address the training of nationals for participation in the higher reaches of the employment market. Indeed, immigration policy and the provision of labour clearances should be made to complement population policy and the training of our people.

**Strategy**

1. To ensure that the workforce of Belongers and selected immigrants achieve a target of at least 40 per cent with completed secondary education and formal post-secondary education by 2012, the Department of Economics and Statistics, Department of Labour and the Immigration Authorities will collaborate on the Population Policy and on the matter of productivity growth, by creating conditions for the slowing of the growth in the demand for unskilled labour. This would be done by restricting the inflows of unskilled labour. In addition, the Department of Labour will work with the private sector to encourage the increased use of technology.

2. The increase in life expectancy and the rapid decline in the birth rate have resulted in the aging of the population. The TCIG has to set the example by raising the retirement age for its own employees. The target should be a retirement age of 65 years of age within the next 10 years. Persons may be allowed to continue working on a contractual basis subject to their state of health and their capacity to cope with the technical demands of a changing employment market. The retirement age in the Public Service will have to be raised with changes in the relevant regulations relating to public service employment.

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4 Managers and Professionals were 29.2 per cent of the employed work-force in 2001 but had declined to 16.3 per cent by 2005.
Improving Labour Relations

Culture and institutional factors impact on the work-place and in the distribution of employment. As a country, we cannot afford work-place rules that exclude our people, or which are inequitable in any way. Our rules must be transparent and always accepting of the highest international standards in both the public and private sectors.

In that regard, there is also need to address any remaining areas of discrimination on the basis of gender and age. Moreover, we need, in both the public and private sectors, to recognise that as much as 10 per cent of our population are likely to be differently abled and, are entitled to opportunity in keeping with their capabilities.

Strategy

1. **Regulating the Operation of Employment Agencies** – There is a reported 38 employment agencies in operation in the TCI, and new regulations will be introduced to ensure that they comply with public policy.

2. **Establishing the Labour Tribunal** – It is the task of the Labour Tribunal to adjudicate in the cases of disputes that remain unresolved after efforts on the part of the Department of Labour. The Tribunal will be suitably equipped with personnel and other resources to discharge this responsibility, with the increasing demands that are likely to be made on it.

3. **Staffing of the Department of Labour** – The Department will be suitably staffed to ensure oversight of the operations of these agencies, to ensure protection of employers and workers who use their services, and to protect the public interest in matters of labour market operations. The Department of Labour will help create an environment for the observance of sound industrial relations practices, and for the observance of labour laws and International Labour Organisation (ILO) standards, to which the TCI is signatory. It will promote tripartism and social dialogue among the partners, and with the collaboration of the Labour Tribunal, will ensure that there exists a framework for the resolution of labour disputes, recognition of collective bargaining, and for adjudication, where disputes cannot be settled by conciliation.

4. The establishment of the Labour Advisory Board will ensure that the social partners can address generic industrial relations issues dispassionately, thereby allowing for the adoption of policies consistent with ensuring industrial peace in the midst of changing labour/employer relations.

5. The Attorney General’s Office, with the assistance of the Department of Labour, the Labour Tribunal and the Labour Advisory Board, will draft new Labour Relations Legislation
Transforming the Public Service

Our Public Service has to be one of the engines of growth and development of the country. Its work embraces the elaboration of policy, the conduct of research of all types, or at very least, the interpretation and adaptation for TCI conditions of high level research that is being conducted across the world, that may have relevance to national policy formulation. For example, the requirements for mitigating and adapting to the global climate change have to be part of the remit of a group of our public servants if our country is to protect itself from the ravages of what is now a certainty. We need to observe fiscal rectitude even as we expand public services in keeping with the needs of a small but dispersed community across our Family Islands.

There is need for an equal competence in reconciling the requirements for labour inflows with the management of an approach to population that ensures that we retain tangible control over our development. We have to have a public service with all of these sensitivities, even if we continue to rely heavily on personnel contracted from abroad.

Strategy

Public service reform is ongoing, with the upgrade and institutionalisation of new accounting systems in the management of the accounts of Departments. There has been instituted a new performance appraisal system. There will be continuing effort to manage the challenge of shortages of Belongers with critical skills and professional training, by succession planning and management, and by the development of attractive compensation packages. We shall seek to reduce the level of expatriate recruitment at middle management level and above to 25 per cent by 2017.

Critical Success Factors

There are a number of conditions precedent to the realisation of the Framework, in respect of the population and labour force of the country. These include:

- The provision of regular estimates by DEPS of the rate of growth in the Belonger population, its educational attainment and capacity vis-à-vis the requirements of the economy;
- The level of collaboration achieved between the DEPS, the Department of Labour, and the Department of Immigration, and the technical capacity of their staff to support a Population Policy with information and with the design of appropriate measures, from time to time, in the light of changes taking place in the country and in the wider regional and international environment;
- The repopulation of the Family Islands;
☑ The level of commitment of our population to being competitive in the world context, to being exemplary stewards of our environment, and to observing respect for our culture and values;
☑ The slowing of the rate of growth of immigration and weighting the inflow of workers in favour of skilled and knowledge workers.

**Conclusion**

Population and labour are central issues in shaping the development of our country over the next 10 years. In the past, we have allowed immigration to define population. In this new Development Framework, we shall ensure that immigration and labour policies are subordinated to our population policy, with due regard to the demographics of our Belonger population. At the same time, it is critical that we improve labour productivity and ensure that our labour relations remain favourable.
Section 3D

Education and Skills

Introduction

The relationship between the rapid growth of the economy of TCI and the Educational System over the last thirty years is marked by two facts. Firstly, it was possible to generate the financial resources to provide for a substantial widening and deepening of our educational system. Universal primary education was achieved in the early post-World War II years, as in other parts of the Caribbean, and was quickly followed in the 1970s by moves to universalise secondary education, such that before the end of the 20th century, the TCI could provide a secondary school place to every child leaving the primary level. This has been achieved even in the midst of the influx from abroad of children into Providenciales, coming to join their parents on this island.

The second important fact about the relationship is that the growth of our economy provided many openings for those who have been successful in the educational system. As the economy expanded through tourism, financial services, and through Government Administration, in particular, the demand grew for all kinds of skilled and educated personnel. We moved very quickly from being a sending country in terms of international and regional migratory flows, to a destination country. Our standing population of Belongers is much below what is necessary to service the growing economy.

This new 10-year NSEDF will make even greater demands on our educational system having regard to the fact that it has to support the diversification of the economy, which, in the context of our small open economy in the 21st century, implies the achievement and maintenance of competitiveness across a wider range of sectors. This in turn is premised on the application of knowledge in the rapidly changing technological environment, and amidst an increased threat to our fragile environment.

Context

The following issues will be addressed under the Framework:

TCIIslander Firstness – The educational and training system has to serve the national good by equipping us, TCIslanders, to be genuinely ‘first’ among equals who have to join us from abroad in expanding the TCI economy. Otherwise, we run the risk of being marginalised and remaining witnesses to the unfolding developments. The TCIG is committed to ensuring that the Belonger population is well equipped to participate at the highest levels of the economy and in all areas of economic and social life.
Yearning for Learning - Our future Belonger working population will comprise a larger percentage of more mature workers and fewer young Belongers as a result of the demographic transition that we have experienced. This has implications for the kind of skills training requirements for the Belonger population. There is need for us to inculcate a strong yearning for learning that would support a commitment to lifelong education and training and retraining, to meet the demands of an ever-changing economic and technological system.

Socialisation and Core Values (Fit, First and Environmentally Friendly) – It is important for us to inculcate certain core values as we move forward. The educational system has to play its part in inculcating these values.

As a people, we have to learn to manage diversity since our Belonger population will always be much smaller than the resident population. If the present rates of growth are to be maintained, it is inevitable that the country will have to encourage immigrants. We have to welcome and respect their diverse cultures even as we retain the capacity to self-actualise as a people whose ancestry and traditions go back to the foundation of the country in the 18th century.

We have succumbed very quickly to lifestyle diseases in the last twenty years. A personal responsibility for one’s fitness has to be promoted, in particular, through the educational system.

There is another core value that has to form part of the trinity – namely environmental friendliness. TCI has a unique but very fragile environment. Our citizenry has to be socialised into becoming excellent stewards of our environment. While regulation and law can go someway to protecting the environment, it is the commitment of our people and the residents of TCI, to the highest standards in the protection of this rare ecological formation that would keep TCI beautiful by nature.

Preparation for Self-sufficiency – TCIslaniders will, for the foreseeable future, have to operate in a labour constrained economy. Moreover, some of the settlements in which we shall live, are likely to remain small scale, even after attempts to repopulate some of the Family Islands. The average TCIslander will require a mix of skills to manage daily living, and would have to be relatively self-sufficient across a wide range of functions. This means exposure to technical and vocational subjects and an appreciation of ‘everyman’s Science’, for basic living. The necessary infrastructure has to be put in place to support all of this, and most of it will reside in the educational system.

A Merit-based Scholarship Programme: The universal access to secondary education might have inculcated a sense of an entitlements syndrome, relative to access to opportunity for post-secondary and tertiary education and training. Given our small population base, our country has been hard pressed to fill all the high level positions that emerge in the economy and society. This has dictated a heavy investment in post-secondary education and training, through our National Scholarships Programme. Given our thrust towards TCIslander Excellence, it is important to redesign our Scholarship
Programme, therefore, in a manner which recognises and rewards those of our students who have excelled scholastically and otherwise. In so doing, we shall reinforce the importance of performance and of achieving true firstness on the basis of excellence.

**Addressing Underperformance of TCI Male Youth:** Unlike some other parts of the world where the problem of the relative marginalisation of girls in the educational system has to be addressed, in the Caribbean - and TCI is no exception - the challenge has been in securing the commitment of young males to the educational process. There has been a relative underachievement of males in the educational system in recent years. Moreover, staving off the negative influence of the inner city subculture of North America, portrayed in the lifestyles and messages often purveyed by the electronic mass media, illustrates the size of the problem. In that regard, the youth and the not-so-youthful are impacted negatively.

**Assimilation and the Educational System:** TCI has already a substantial percentage of its school going population comprised of children of non-Belongers. In the academic year 2005/06, 44.3 per cent of all students from kindergarten to secondary were non-Belongers. In Providenciales, in some classes, most of the students are non-Belongers. Haitian children now constitute the largest single category of students enrolling in K1. According to the Educational Development Plan (EDP), the tendency of births to Haitian women to exceed those to TCIslander women will guarantee that students of Haitian parents will constitute the majority of students in the TCI over the next 10 years. Many of these are likely to know of no where else as their home country during this important period of their socialisation. Yet, there is much in the institutional structures of our country that sends conflicting signals about their locus standi as children of TCI. Our country can ill-afford to provide health and educational services to such a large number of children and not seek to retain them in the country and to assimilate them as nationals given its voracious demand for skills and knowledge workers at this and the future stage of our development. It is wasteful of public funds to provide all the services required in their socialisation, and then suggest that they be excluded from participation as nationals on the attainment of age 18, at the same time that the country has to seek the services of non-nationals to contribute in every area of our labour market.

**Needs of the Differently Abled:** It is accepted that as much as 10 per cent of any population is likely to have special needs. Given the distribution of our population and its small size, there will be a challenge in meeting the needs of the differently abled in the communities in which they live. There will be need to develop creative responses in this regard.

**Community School:** Schools will have a special significance in the TCI given the size of our population and the need for the provision of services of different types across the entire population. Thus, in addition to the education that has to be provided to the school going population, there is need for education extension services to allow TCIslanders to have access to life-long education and training, library and information services and, as well, to track and field facilities that can be used by surrounding communities in maintaining fitness. In other words, our schools will have to contribute to the drive to ‘fitness and firstness’ for the population. There will be need to create a
close bond between the school and the community, and this includes and transcends the parent-teacher organisation. Schools will become community schools.

*Teacher Retention:* We have had to rely very heavily on teachers from abroad in the running of our educational system. Most come on contract from elsewhere in the Caribbean, but more recently from other parts of the world. The teacher shortage in the developed world puts our country at some disadvantage *vis-à-vis* the developed world, where in addition to contracts of employment, entering teachers have the opportunity of becoming settlers immediately on their arrival. The costs of the alternative teacher recruitment system are very high to the TCI. The time has come for us to develop a teacher retention strategy as part of the mechanism for securing a more stable teaching service, and to create an environment for professional development of teachers such that a high level of self-actualisation can be achieved in the TCI. This will need to be supported by ICTs in instruction as well as in creating an environment for collaboration and coordination among teachers across the respective islands.

*ICT and Education:* Our small size and the distribution of our population across the islands pose a challenge in ensuring equity of access in education and training in TCI. There has been the introduction of computers in our schools system. However, given our special situation, ICT has to be part of the backbone of the educational infrastructure. This would allow our students, especially those in very small schools where there is multi-grade teaching, to have access to the same material being used by students of their own age and stage, in other schools and with some level of interaction with teachers and students elsewhere that can be provided through ICTs.

In addition, even in Providenciales where numbers are larger and class sizes are more consistent with norms elsewhere, there are areas of subject teacher shortages which can be corrected in part through the use of ICT. The implication of all of this is that every pupil or student in our country has to be proficient from very early in the use of ICT which will be an important element in the learning and teaching process to which he/she would be exposed in the school career. This has implications as well for investment in education, in terms of software and hardware.

**Vision**

A unified and professionalised educational service and system with a firmly established, widely accepted and acknowledged unity of purpose, working through mutually beneficial strategic partnerships with all relevant publics to provide the widest array of learning opportunities for all, as the major source of meaningful and sustainable empowerment, appropriate for competitiveness of the individual and the country, and for a sound quality of life in the 21st century.
Achieving the Vision

The key objective is to raise the educational preparation of our Belonger and national population, allowing for our fullest participation in the development of the TCI and, through life long education and training, to equip us in real time with the information that constitutes the frontiers of knowledge of relevance to us. We will borrow from Singapore in seeking to achieve quantitative expansion and qualitative improvement in our educational system.

In order to achieve our Vision, we will focus on seven key objectives to:

- Instil core values in our population from very early in life, as to the responsibility of every individual to seek after wellness, the acquisition of knowledge, to respect the diversity of those around us, and to be a meticulous steward of our environment;
- Equip our national population with the wherewithal for living and contributing, relative to the demands of TCI for a high quality of life in a rapidly advancing technological and competitive environment in the ecologically sensitive physical spaces that are our islands;
- Achieve excellence in all areas of our educational system from kindergarten to post-secondary levels;
- Remove any barriers to access to education and training, be these language, distance, age, social origin, gender, or disability;
- Encourage a high level of participation of more mature people in our education and training system;
- Achieve high level of quality in our national workforce through education and training to support expansion of the economy; and
- Develop the necessary education and training infrastructure to prepare our people for present and future development.
The following specific targets have been set to ensure delivery of the Vision by 2017.

- Universal enrolment at kindergarten, primary and secondary school levels achieved by 2009/10;
- At least 80 per cent of secondary school graduates entering post-secondary or tertiary level education and training annually;
- 99 per cent transition rate among classes in primary and secondary schools on the basis of academic performance of pupils;
- Percentage of students with at least five Caribbean Examinations Council (CXC) passes (including English and Maths) increased to at least 80 per cent of the cohort;
- Percentage of students with at least two Caribbean Advanced Proficiency Examination (CAPE) passes increased to at least 90 per cent of those sitting; and
- At least 70 per cent of the Belonger workforce with completed post-secondary, technical or tertiary education and training by 2017.

Our people across all our Islands have in different ways, noted the challenges that our country faces. The high rates of growth that we have experienced are not sustainable unless we are organised for the changed reality of the 21st century. We have to be competitive to guarantee a high quality of life. That is what being first must mean in the final analysis: we have to be fit to be first. We would need other skilled persons to join us in the development of our country. We need to accommodate them such that they can contribute to their maximum. In all of this, we have to be sensitive to our environment.

Our Education and Skills Strategy, therefore, is based on the belief that the development of our country is a reflection of the type of people we want to evolve to, as a society. Our roots are in a colonial past, but we are now committed to making ourselves active agents in our own cause. In this way, we shall develop our country to deliver a high quality of life to all, and without compromising the physical environment. The following outlines how we shall approach the task.

**Improving Access**

The primary goal is to increase access to education. The main programme focuses on improving physical access generally, the provision of facilities to disadvantaged students, as well as the development of ICT educational infrastructure which will be used as the medium for expansion of educational opportunity at all levels.
Strategy

1. **Accessing High-Quality Preschool** – We must ensure that all children are provided with a good foundation through pre-schools that provide the appropriate stimulation in the early years of life. State resources will be used to close gaps, such that there is universal access to all of our children irrespective of the means of their parents.

2. **Improving Access to Disadvantaged Students** – The fact that our children now enjoy universal access to primary and secondary schooling, does not mean equality in the outcome. There are children and students who are disadvantaged by area of residence, ethnic origin, and circumstances of their parents. The TCIG will provide supplementary support wherever it is clear that our children labour under disadvantages. These would include the provision of home-work centres in urban concentrations like Five Cays, and Big Brother Big Sister Programmes to assist with incipient problems of youth delinquency and school gangs and school based follow-up programmes to ensure attendance.

3. **Developing Education ICT Infrastructure** – E-learning offers a viable alternative for integrating our education system and overcoming limitations of location and human resources. Already computers are being used in the school system and the internet is being utilised in some schools. The use of ICT will be formalised and e-learning standards and programmes for education level developed.

4. **Expanding the Post-Secondary and Tertiary Programmes** – The Community College will have to establish links with institutions abroad, and with those establishing local campuses in TCI, for their own students. By enlisting their cooperation, the College will be able to offer considerable widening of the curriculum to TCIslanders who elect to remain in the country and pursue higher studies, through distance and other arrangements where the College does not have the resources to offer such programmes itself. The College will also establish a facility for the teaching of technical skills programmes.

5. **Establishing Distance Education Programmes** - The geographic distribution of the population of TCI and the over-full employment conditions for the Belonger population, reflecting the undersupply of labour, especially of skilled and professional cadres, dictate the use of non-traditional methods in the expansion of tertiary education and training in particular. The Community College will be used as the focal point for the development of distance education programmes, both in respect of those that it would create itself and those that it would contract on behalf of TCI with providers from other countries. Distance Education should cater for at least 20 per cent of those to be registered in post-secondary and tertiary education. This would ensure that persons living on the Family Islands who are unable to attend full-time and
part-time programmes in Providenciales and Grand Turk, are still afforded the opportunity of advancing their education. Persons who have to engage in shift work would also be able to take advantage of such Distance Programmes.

6. **Providing Track Facilities in Schools for Schools and Communities** – Just as we propose opening the infrastructure of our schools to afford our communities the opportunity to treat with matters of their intellectual growth and stimulation, we shall open the track and field facilities of our schools, especially in the Family Islands, to the community, thereby allowing our people the possibility of keeping fit and pursuing their objectives of wellness.

7. **Developing Public/Private Sector Partnerships in Education** - The State is the dominant provider of education in TCI. However, religious organisations have been involved in the provision of education from time immemorial. TCIG is committed to maintaining this tradition. Moreover, there are private sector initiatives that have added a different and interesting dimension to education. The facilitative environment must be provided such that other contributors can continue to develop our people and offer alternative paths to their realising their educational and training objectives. This has been particularly relevant in the case of Special Education in other countries and TCI will need to look kindly on such models. In addition, where necessary, the public sector will purchase services from the private and NGO sector.

8. **Constructing Additional Education Facilities** – In the short term to medium term it would be important to establish schools in Providenciales to cater for current shortages. Recognising the need for the teaching of technical courses, a facility will be established in Providenciales, as part of the community college, dedicated to offering such training programmes.

**Improving Quality**

The focus on quality factors would need to underpin most areas of social action, and becomes a remit of our institutions and organisations. A commitment to high quality will need to be evinced across the board and will be evident in such areas as:

- Educational performance;
- Distribution of scholarships;
- Curriculum development; and
- The teaching of science.
Strategy

1. **Improving Primary and Secondary Educational Performance** – The upgrading of the Educational System has been the subject of the five-year EDP. It calls for greater attention to the professionalisation of teaching, to teacher retention and to the use of ICTs in the learning and teaching process. The school system is integral to the process of improving the competitiveness of our people, and teachers and parents will have to collaborate in creating the environment for maximum learning and for the realisation by all students of their capability.

Improving school performance at all levels of the education system becomes very important for the continued success of the TCI in the future. The Department of Education will identify schools (both public and private) with poor performance records and work with these schools to establish causes of poor performance and to develop and implement individual school plan of remedial action. Special attention will be paid to performance in respect of mathematics and science subjects. Where required, training programmes will be mounted for teachers to improve teaching techniques and assist students in the mastery of subject areas.

A project will also be developed which will introduce critical thinking as a part of the secondary school learning process. The project will help secondary students to acquire techniques of critical thinking and to enable them to apply these techniques to new situations and to real life situations. The project will include programmes to encourage teachers to use such tools in their teaching.

Our teachers will become a virtual community of educators, committed to researching what they do, and employing their research results to improve their teaching and the facilitation of learning. The mechanisms will be put in place to allow them to collaborate on an ongoing basis, as professionals engaged in a collective task of advancement of the community. This will be the focus in the professionalisation of education in the TCI.

2. **Restructuring the National Scholarship Programme** – The Government will restructure the Scholarship Programme by 2008/09 to reward excellence on the one hand, and to address the priority needs of the country, and shall place performance at examinations as the major criterion in the provision of awards. The message must be clear to our students that excellence is consistently rewarded and mediocrity should hold out no expectation of high commendation.

3. **Widening and Deepening Curricula of Schools** – Our country requires people who are flexible, resilient and self-reliant. All the portents suggest that in the knowledge economy of the early 21st century, competitive individuals shall be the ones who can adapt to changes in the economy and the technology in use
at any point in time. This means that our students have to have the educational base that allows them that facility.

At the primary and secondary school levels, school curricula will be revised by 2010 to ensure that they are infused with the core values that will instil individual responsibility for wellness, the acquisition of knowledge, respect for diversity and protection of the environment. The curricula will also reflect the culture and the environment of TCI. This will give our students a better self-concept on the one hand, and a greater understanding of our natural resources and ecosystems and of their regional and global importance.

Passes in only five subjects at the secondary level are likely to be constraining, rather than empowering. The curriculum will be widened to offer our students a relatively wide offering and breadth in concentrations. It must become the norm that all students sit for at least seven subject areas at the end of their secondary school career, with selections drawn from at least three fields.

4. **Upgrading Science Laboratories and Technical Units** - No student must graduate from high school without having had some in-depth exposure to at least one area of Science and to an area of Technology Education. In addition to the flexibility required on the part of each TCIslander, many of us will live in small communities bereft of the large number of skilled operatives that are found in larger communities.

Our basic survival requires that we be able to undertake minor repairs, or be able to manage a wide range of machinery and gadgets, sometimes in emergency situations. At the very least, knowledge about how a wide range of gadgets function is likely to be necessary for survival. In that regard, living in the TCI has some comparison with living in the outback of places like Australia, where most live in relative isolation.

Our school system will be so organised to provide all our students with some sense of ‘Everyman’s Science and Technology’, in addition to the provision of the basic preparation for those who will devote themselves in their working career to these fields.

5. **Expand Libraries and Information Systems for Schools and Communities** – School libraries in TCI are part of the critical infrastructure of our schools and the educational process. But our schools have to involve our communities especially in the Family Islands. The Government will create the procedures that would allow some of the collections in secondary schools to be available to adults in our communities. In other words, the school library is also the community library.

Our educational authorities, where necessary will have to open up the ICT infrastructure of the schools to the community, once the relevant controls can be put in place. The objective is to create the environment in which the
communities on the Family Islands have access to all that is necessary for them to continue to grow and to advance educationally and otherwise, as part of the learning society that we are seeking to create in TCI.

6. **Establishing Homework Centres in Disadvantaged Areas** – Clearly, as our society undergoes change and becomes more urbanised, traditional structures cannot cope and our youth are subject to dissonance in values. The village and community life as have existed in the Family Islands cannot be replicated in Providenciales and there is no one available to assist in the socialisation process when parents are away from the home working at making ends meet in one or two jobs. Home-work centres will be developed as part of the response to this lacuna in the home, to assist in providing a supportive environment in respect of the educational function. There will be need for Big Brother and Big Sister arrangements to treat with the other side of the equation in the socialisation process.

7. **Re-socialise Parents through Involvement in Early Childhood Education** – Parents tend to be most willing to involve themselves in the educational process at the entrée of their children to formal schooling. One of the problems we face in TCI is in reorienting thinking about the nature of the educational process.

   The long tradition has been to see formal education as having a terminal structure with the end of schooling at secondary level mainly. Graduation, in these terms, means the end of education. The demands of the competitive environment of the 21st century require that our people be forever in the learning mode and that they accept life-long education as basic to their very survival.

   The Early Childhood Education Programme will be used as the means of gaining access to parents and involving them not only in their children’s education and early exposure to schooling, but also in their own development and recommitment to educational advancement and growth.

**Improving Equity**

In the creation of a society from increasingly diverse groups of people from different cultures, equity has to be an underlying principle in ordering social relations. Indeed, efficiency of a plural society is likely to be realised only through a strict adherence to equity. All members of society must feel that they can realise their legitimate entitlement and potential in the same way as any other member, or ethnic group, subject to the requirement that TCI culture has a primacy of place. Differences of religion, ethnicity, gender, geographical location of residence must never create a basis for exclusion, however.
Strategy

1. **Introducing English as a Second Language** – Having regard to the fact that many of our children are born into and grow in a home environment in which English is not spoken, the Government will create the machinery to ensure that their educational development is in no way retarded, by the introduction of English as a second language in some areas of the school system. This programme will also allow for the introduction of other foreign languages early in the school system to permit our students greater flexibility in the emerging environment in which our people will have to function. This includes the presence of speakers of Spanish and French in the wider Caribbean, and of Spanish in Central and South America, from whence we will attract visitors in the course of the present plan.

2. **Eliminating Gender Differences** – Our country cannot afford for any group or section of society to be left behind. There is enough evidence that our boys and young men are not taking full advantage of educational opportunities. The TCIG will mount focused approaches targeted at boys and young men to encourage their greater commitment to the educational process. This would also require the collaboration with and the involvement of personnel from outside the educational system, including the use of mentoring and of ‘Big Brother’ arrangements such that boys and young men become more accepting of models other than what is purveyed to them by the mass media.

Promoting and Establishing Offshore Education and Scientific Research

The government recognises that Science, Technology and Innovation (STI) are key drivers for future prosperity and quality of life. Part of the role of the education system will be to prepare a workforce that can compete in the world of rapidly advancing technology. At the same time many opportunities await in this area as a source of growth for the economy if we are able to rise to the challenge.

Strategy

1. **Establishing a Marine and Biotechnology Research Institute** – The special ecology of TCI provides the possibility for the location being an area for specific research on the marine environment, tropical dry forest and low-lying islands facing the challenges of global warming. Moreover, the initiatives being taken by our Scientific Community in TCI can attract the attention of other scientists in other parts of the world. We shall explore the possibility of creating a centre of excellence in the three areas identified with a view to providing the base for adding new knowledge in the world.
2. **Establishing the appropriate institutional support to encourage and promote educational tourism** – The Government will also seek to be hosts by way of educational tourism subject to appropriate legislative arrangements and policy initiatives being made to protect our proprietary rights in respect of information, new knowledge and innovations generated in our country, and using indigenous materials located within. In this regard, the appropriate regulatory framework will be established that will allow us to secure benefits both by way of educational tourism and by advances of knowledge and in safeguarding our intellectual property rights.

It is envisaged that our people will benefit also as participants in high level research and as well, where appropriate, as students securing credits in tertiary institutions that would avail themselves of the opportunity of establishing a beachhead in TCI.

Science, technology and innovation, enabled by a strong, advanced ICT sector, can become a new source of revenue for the economy. The natural environment and the ready tourist facilities make resources available to researchers, including our very own scientists, choosing to locate themselves in the TCI. The infrastructure allows them to conduct research at the highest levels just as if they were in any one of the developed countries. ICT-enabled scientific research brings with it a host of opportunities that can be explored as collaborations between the Departments of Education, Science and Technology and Tourism.

This will need to be done within the context of a Science, Technology and Innovation (STI) Policy that encourages and enables the development and marketing of the initiatives. The policy will speak to issues of:

- Primary, secondary and tertiary level education;
- Scientific research, technology and research and development in industry;
- Prioritisation of public spending in STI; and
- Public awareness of STI issues.

To support the development of a scientifically and technologically advanced TCI there will be need for a Science Park that will house start ups providing services related to science and applied technology, including those in the ICT sector. Science parks are by definition usually closely associated with universities and this will surely need to be adhered to in the case of the TCI. A feasibility study will need to be conducted to establish the demand for such a service, in the first instance and should form part of the STI policy.
Improving Governance, Management and Administration of Education

The goal is to improve the efficiency and effectiveness of the delivery of the education service.

**Strategy**

1. **Streamlining of the Relationship between Ministry of Education and Department of Education** - The Department of Education will have to function as the facilitator of professional relations among the stakeholders in education and in particular among the Teaching Staff. It will be the task of the Ministry of Education to be the administrative facilitator, securing the resources for the educational system and its personnel.

2. **Building Community Alliances** - Given the critical role of the educational system in the development of the country and in the operation of the society, schools are likely to be the focal point in most communities. A school will be the community school, providing the locus for interaction among parents, teachers and other stakeholders in the society. Part of the life of members of the community will be organised around the school plant. It will serve as the library and information centre, especially in the Family Islands and, its facilities provide the wellness centre for some members of the community. Building strong alliances will afford the following:
   - Establishing and strengthening parent teacher associations;
   - Community participation in school activities;
   - Establishing a relationship with the media;
   - Linkages with private and business sectors;
   - Fostering relationship between Department of Education and private schools; and
   - Relationships with other national, regional and international agencies.

3. **Establishing School Boards** - School Boards will be fully institutionalised as part of the management of schools, such that communities will participate in the governance of schools operating in their area. In this way, schools will become fully community schools.

4. **Monitoring and Evaluating School Performance** - All the stakeholders have to be involved in facilitating the process and in enhancing the outcomes of the school system.

5. **Building the Professional Teacher** - In the reorganisation of the educational system, our teachers will become a community of researchers whose work is pivotal in the constant upgrading of the system of education. There are many teachers with advanced degrees in the educational system. With a changed
organisational culture, we shall be able to take full advantage of this large body of expertise in and outside of the class-room, thereby contributing to the professionalisation of teaching. The occupation of teacher will be made psychologically rewarding.

6. **Retaining Our Teachers** - It is entirely unwholesome to our development if there are no-Belangers on staff in any of our schools. This has been an ever present risk in recent times. We shall set a high premium on securing an average percentage of at least 25 per cent of Belongers on the staff of our schools. The professionalisation of teaching would go some way to improving the image of the profession. We shall address the compensation package to ensure that the relativities between teaching and other occupations are sufficiently attractive in favour of teaching.

It is recognised that our human resource constraints force us to have to depend on non-Belangers in the area of teaching and other professions. We will have to address the matter of fast-tracking of naturalisation in respect of those who bring scarce skills and may be interested in securing citizenship. This is the mechanism utilised by most of the developed world. TCI cannot remain oblivious to this approach given our human resource constraints, in which regard, teachers have been the most obvious example.

### Critical Success Factors

There are a number of conditions precedent to the realisation of the Framework, in respect of Education and Skills. These include:

- Equitable access is afforded to all across the islands of the TCI in respect of all levels of the educational system with mechanisms being put in place where the numbers are too small to justify programmes on the respective Family Islands. This already applies to secondary school students of Middle Caicos and Salt Cay, but the principle will have to apply across the full gamut of programmes of the educational system;
- The social marketing of life-long education and training is crucial to engaging the Belonger and national population in their continuous upgrading and training;
- The restoration of an achievement orientation to education and its rewards is critical to encouraging TCIslanders and the rest of the resident population to being first in terms of performance in the world of work which is essential to the competitiveness of the country in the knowledge economy of the 21st century;
- The assimilation of children with non-Belnger parents, who know of no other country than TCI has to be accepted to be in the interest of the country which is short of people necessary for its development, while at the same time,
immigration policy is reconciled with a reduction in the influx of low skilled or unskilled workers; and

☑ Community College is allowed the latitude to develop collaborative arrangements with reputable institutions abroad, capable of assisting TCI to achieve some multiplication of its enrolment and to allow the country to increase the percentage of the work-force with higher level education.

Conclusion

Small countries that have succeeded in achieving high levels of development in the more recent past display one of two models. The first is that of the exporter high value minerals. Here, raw material exports and natural resource based industrialisation generate considerable revenues, creating the possibility of a rentier economy for nationals. Much of income at the household level is akin to inflows from a distribution system that directs expenditures of government revenues to the household. Dubai is perhaps a classic example of this model.

An alternative model is the growth on the basis of human capital. A well educated and highly skilled and knowledge driven work-force generates high quality output, that is competitive with the rest of the world. The production frontier is defined by what is in the heads of the population. Thus, given the high level of education and commitment to knowledge acquisition, the work-force is flexible and can adapt successfully to the changing and challenging demands of a global economy. Singapore is one of the better examples of this model.

TCI has done well over the last thirty years, in part because of a neo-natural resource strategy. Our unique ecology has earned for us economic rents in the international tourism. However, we are acutely aware that this is not sustainable, and there is need to adapt and to adjust by upgrading educational and skills such that we can continue to differentiate ourselves by our goods and services, even if some of these are premised on our unique natural resources.

Most particularly, we want to be the movers and shakers in this transformation. We can achieve this only by what we do in our educational and training system. The Framework recognises the educational and training system as the main pillar in our becoming fit to be first in leading the development of our islands. Otherwise, we run the risk of our small population becoming relegated to being witnesses to, rather than co-participants in, the economic advancement of others in the space that we thought to be our natural patrimony. Effective participation in lifelong upgrading will earn us the right, in each generation, to be first.
Section 3E

Business and Enterprise

Introduction

The growth and development of our economy rests squarely on the foundation of private sector initiatives, supported by a facilitative infrastructure provided by the Government of our country. Following the decline of the Salt Industry it was the new thrust into tourism, led by the private sector and supported by the Government of the time, which created a new dynamic in the economy.

The current Development Framework builds on that experience. The imperatives in the early 21st century are different, but some of the elements of strategy are similar to what was undertaken four decades ago. Our country remains a highly open economy, in a world that is more globalised than it was in the early 1970s. The Framework gives focus to ongoing development as compared to the situation when the economy and society were in stasis, and many of our people saw emigration as the only way out. In the early 21st century, we seek to manage the growth process to encourage greater diversification and increased adaptation to take advantage of opportunities that accompany global technological advances and to protect us from fluctuations to which our economy can be susceptible, when only one or two sectors are the source of foreign exchange earnings and revenue.

Context

Our most critical challenge derives from the characteristics of our economy and or society. We are the typical Small Island Developing State or economy (SIDS), exposed to all the vulnerabilities associated with such countries - reliance on a few sectors, on foreign investors, and on a limited range of markets. Foreign capital was responsible for our entrée into international tourism and has been central in driving the process. An important imperative for this Framework is that our Belonger population has to be more directly involved in business and enterprise.

Our people are no longer prepared to remain largely as witnesses to the massive reorganisation that is unfolding. The Government has to facilitate the participation of the Belonger population. We face the major task of preparing our people to occupy centre stage in the transformation and development of our economy. Empowerment of Belongers is, therefore, a major imperative.

However, our measures for empowerment cannot be allowed to compromise efficiency and to dispense with market signals in the production of goods and services in a TCI economy that has to be competitive at all times. Our people have to rise to the challenge
of being global competitors in real time, in and from our TCI space. We have to reconcile
the demands of being competitive, with reliance on foreign capital and with the
inclusion of our population in the process of development.

Another source of vulnerability is the impact of global climate change. While there
might have been debate in the past, the most recent scientific information has confirmed
the view of most in the scientific community that the entire civilisation will be impacted
by global warming and by consequential sea rise. The Reports of Nicholas Stern and of
Inter-governmental Panel on Climate Change are incontrovertible in the evidence that
they provide on impacts.

Planners in TCI would be rash to ignore the warning signals and the considered wisdom
of most Scientists in this field. We are one of the countries at grave risk. All aspects of
our planning, including our industrial planning, have to be informed by this reality. This
is the context in which we have to examine all the other hurdles we are going to
encounter at the sectoral level.

**Vision**

A vibrant diversified economy which:

- Generates output that is internationally competitive;
- Is driven increasingly by the participation of Belonger entrepreneurs who
  are the equal of those who have come or will come from the rest of the world
to invest in our country;
- Encourages the return from abroad of the Belonger Diaspora with capital
  and entrepreneurship;
- Corrects for geographic concentration by involving the Family Islands in the
growth process and encourages their resettlement by creating new poles of
growth therein;
- Continues to excite interest on the part of foreign capital which will invest in
  TCI but with a sensitivity to the overall policy objectives of our country; and
- Achieves high rates of growth without compromising sustainability or
  creating ecological deficits for our present or succeeding generations.
Achieving the Vision

In achieving the Vision, we need to concentrate on these five factors:

- Geographical balance in our development, and reduced reliance on Providenciales as the main source of growth and dynamism in the economy and society;
- Diversification of the economy away from tourism sector;
- Greater involvement of TCIslanders as movers and shakers of our economy;
- Mobilising all sources of domestic capital for development; and
- Reconciling the realisation of economic growth possibilities with the protection of the highly valuable but very fragile natural capital of the TCI.

In order to achieve the National Vision, we will focus on key targets as set out below.

- An anchor project(s) developed on each inhabited island by 2012;
- Belonger presence in the economy of at least one half of the number of entrepreneurs and in the share of assets in the growth sectors;
- More than 75 per cent of new small and medium size owners and operators in the tourism industry are Belongers;
- At least 40 per cent of the large operations are owned or have local investments; and
- Inter-industry linkages are increased by at least 50 per cent in all relevant areas.

There will be a need to pursue a number of strategies concurrently. Diversification and the maintenance of the high rates of growth are the broad parameters within which we have to realise our other major objectives. We have to encourage large numbers of Belongers to become entrepreneurs and to participate in the existing and prospective growth sectors. The stimulation of entrepreneurship has to involve the educational system such that many more of our young people would subscribe to careers in business and enterprise.

Infrastructure support in terms of institutions for credit, for training, and even for research and development, will be needed in spite of our small size. Our public sector must be supportive and facilitative of this change in our thrust to locate our people more centrally in creating dynamism in our economy. In effect, agencies like TCI Development Agency, TCInvest, and the Turks and Caicos National Bank, as well as the Government Ministries and Departments have to be entrepreneurial in their own way in so far as they open up new possibilities for facilitating our Belonger enterprises. The litmus test of our success will be a TCI economy maintaining or approximating double digit growth with many of our Belongers as entrepreneurs driving the process of private sector growth in a more diversified economic structure.
Our focus on TCI entrepreneurship is meant to give balance to our strategy that would continue to rely on inflows of foreign direct investment. This would be particularly welcome in areas of strategic interest to our country, as for example in the area of ICTs.

ICT can play a vital role in fostering innovative products and business processes. The Framework, therefore, supports the use of ICT in all productive sectors, the development of electronic businesses and the incorporation of electronic processes into both the internal and the external activities of companies.

Expanding Belonger Entrepreneurship

The economic empowerment of our Belonger population is a cross-cutting issue. With the economy growing as quickly as it has in the past few years, many opportunities have been emerging. However, tradition, and culture, on the one hand, and insufficient support by way of credit, on the other hand, have militated against the participation of our people. The barriers to entry of our people have to be tackled at every level, be it psychological or other. Moreover, there is need to create the environment in which TCIslanders can be the movers and shakers, rather than their being required to play, at best, the second fiddle to capital entering from abroad. We must be involved in development and expansion of the economy, not only as workers, but also as leaders and entrepreneurs.

The mobilisation of resources within TCI and among the Belonger population requires the establishment of institutional structures to which many will have to commit. While there are undoubtedly entrepreneurs among the Belonger population who have enjoyed meteoric rise, outstanding success has been only for the few. We need to form industry and business associations to share information and to develop corporate entities and cooperatives where our collective resources would allow us participate in the development of the country. Otherwise, in some areas, we would effectively exclude ourselves of any involvement.

The development of TCI-owned businesses is seen as a vital to the development of the economy as a whole. One of the challenges ahead is the development of a Belonger enterprise culture which recognises the importance of locally driven business and the key role of science and technology in business development. Central to this is a commitment to the roles of research, innovation and human resource development in the expansion of Belonger business development.
1. **Expanding Business Opportunities for Belongers** - Belonger entrepreneurship is key strategy in achieving balanced growth and development across the islands.

The following are the main areas for expansion of Belonger entrepreneurship, in the short and medium term, in which Government will provide support. Some activities relate directly to the earning of foreign exchange. Others have to do with the supporting business and commercial infrastructure needed in running a modern economy. Our firms would require facilitation in the form of information about technology.

- **Eco-tourism** including the operation of eco-lodges, boutique hotels, guest houses and other accommodation units.

- **Community-based tourism initiatives** where a community can come to establish and operate a tourism product/business. The Government has already developed initial proposals for the establishment of Belonger-based ecotourism enterprises in natural and historical protected areas. Agro-tourism, Research Tourism, Cultural Tourism, Wellness Tourism, Soft Adventure Tourism, and Sports Tourism represent other areas for promoting major Belonger involvement.

- **Ancillary Sub-sectors to Tourism** including Tour Guiding, Dive Operations, Sport Fishing, Art and Craft, Entertainment, and Restauranting.

- **Financial Services** covers a range of businesses including the provision of computing, legal services, accounting, book-keeping and auditing, secretarial support services.

- **Construction Industry** including small and medium size contractors for commercial and residential building construction and maintenance and the provision of construction materials.

- **Real Estate Industry** includes an array of businesses such as entering meaningful partnerships/joint ventures (Belongers as land owners), and the provision of property management services and security services and the provision of rental housing.

- **Technical Services** cover businesses that offer technical services including mechanical and electrical repairs.

- **Fisheries** including the fisheries production, aquaculture, and fish processing businesses.
**Agriculture** including the production and marketing of fresh fruits and vegetables, food processing, horticulture and landscaping operations.

**ICT** related businesses including the provision of telecommunications, internet and web-based enhanced services and products.

Key Government Agencies which will promote and support Belonger Business Development under the NSEDF include:

- TCI Development Agency/TCInvest;
- Turks and Caicos National Bank;
- Turks and Caicos Tourism Board;
- Department of Planning;
- Department of Environmental and Coastal Resources;
- Department of Agriculture;
- Turks and Caicos National Trust; and
- Department of Labour.

2. **Establishing a One-stop Business Development Centre** – The Government through the Ministry of Finance, along with the TCInvest, the Turks and Caicos National Bank and others will work together to provide a seamless support system for prospective Belonger entrepreneurs. While TCInvest will be the location of the one-stop shop, it will bring the services of other complementary agencies within the reach of Belonger entrepreneurs. At the same time, they all need to retain an arms-length relationship with the businesses to be supported. TCInvest will need to keep upgrading itself such that it can respond to the changing needs of Belonger entrepreneurs.

The services to be provided would include, but not be limited to:

- Entrepreneurship training – starting and operating a business and marketing of goods and services;
- Credit and business finance;
- Formation of business networks and cooperative structures;
- Business incubator services – counselling/mentoring, financial management support services, marketing services, etc;
- Supporting the teaching of business, financial management and real estate management in secondary schools and the Community College;
- Youth Entrepreneur Development Forum – mentoring programme for young business men and women and outreach to students of Secondary Schools and the Community College; and
- Online business development services – online guide to business development, training, and counselling services.
New entrepreneurs will be required to pursue a programme of training before they qualify for a loan from TCInvest or the National Bank, unless they had had prior training and preparation. TCInvest and the National Bank will together develop the appropriate curriculum and their personnel as well as persons that may be contracted from time to time, will deliver the formal courses on starting and running a business. One of the roles of TCInvest is its outreach to the Family Islands and there has to be institutionalised a regular presence in the Family Islands through scheduled visits during the course of every month.

3. **Financial Management Awareness and Training** – The inculcation of an orientation for business has to be stimulated among the population to encourage the emergence of many entrepreneurs. Our culture prompted us in the past to see social and economic advance mainly through the public service of our country, and in our holding honorific titles therein. We need to widen the frame of reference of our people. Moreover, even among those who decide not to choose careers in business, there is need for an understanding of financial management so that the vast majority will come to appreciate developments in our community and how each of us can get involved, if only indirectly as investors in stocks and shares.

The more literate is our population on such matters, the better are we in judging the performance of our economy and assessing our Governments in terms of their own operations. This contributes to the social good, in having an informed electorate and informed population.

4. **Credit Facilities and Financing of Belongers** – The provisioning of TCInvest with the level of resources to make a dent on the problem of Belonger marginalisation will be a sine qua non of the process of Belonger empowerment and our participation in the business of the development of our country. However, the provision of resources to our people has to be accompanied with facilitation and training services such that at all material times, we shall be provided with good advice and be sensitised to the challenges of making sound decisions about growing and safeguarding our businesses. With such a limited tradition in business, there are many pitfalls that we could succumb to, unless there is support by way of tutelage.

5. **Linking Research and Innovation with Business Entrepreneurship** – We have to cultivate research and development activities in our midst. Some of this would have its roots in the specialised institutions that we have set up or shall set up. The work ongoing in our National Parks is at the level where proprietary knowledge is being created. The same will apply with the institutions to be established in fisheries, to be promoted by TCIG. New knowledge has to be documented through patents and the like, in the name of the institution on behalf of the country, with the relevant provisions made when employees are contracted. The next step is the encouragement to application and commercialisation of this new knowledge, preferably in TCI.
As small as we are, others will be encouraged to come to TCI to commercialise new knowledge in our midst. A special effort will be made in the area of ICTs, given its importance as an enabler to the development of the tourism sector, and in the promotion of offshore financial services. ICTs are critical if our country is to become wireless in short order, and equipped to operate in a virtual mode across all our economic and social activities, and across all our islands.

6. **Recognising Belonger Entrepreneur Excellence** – Attention will be focussed on business excellence by having an annual award to the Belonger Business - the Governor’s *Entrepreneur of the Year Award*. A panel or persons from the private sector will be responsible for selecting from those enterprises registering themselves for consideration.

7. **‘Inshoring’ our Offshore Resources** – As part of the empowerment effort, the institutional structures will be created such that our people resident abroad can develop seamless arrangements for investing funds that they have offshore of our economy into domestic businesses. In this way, the Government will help mobilise much more resources among our people to ensure that even mega-investments are never beyond the financial capacity of our people. In this regard, there is much that we, as a country, can learn from Anguilla.

8. **Supporting the Establishment of Industry Groups and Cooperatives** – The Government will encourage the formation of industry and business associations such that our business people can share information and provide mutual support to one another. This will also assist in individual businesses joining umbrella corporate entities and in groups forming cooperatives where collective resources can support wider and deeper participation of Belonger capital in the development of our country.

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**Making Tourism Development Sustainable**

During the consultation process for the preparation of the Framework, our people articulated a vision for the tourism industry. We see a tourism industry that is:

“vibrant, differentiated in type by island such that the differences among the islands can be used in creating a number of tourism products, and with Belonger capital more directly involved in this sector”

Our point of departure is that we have a major natural resource in sun, sea and sand. We seek to maximise all the benefits that derive from this, at the same time as we create new possibilities using our creative wits. ICTs allow us to add advances that have come with the silicon chip, creating four S’s – sun, sea, sand, and silicon. We shall combine these in
our own unique ways. Out of this vision a number of objectives were articulated which include:

- Deepening and diversifying the tourism product of the TCI, by involving the Family Islands;
- Ensuring that Belongers operate at the highest end of the industry as owners and managers of hotels and guest houses and in ancillary activities in the industry;
- Expanding into other markets and reducing reliance on the North American market as the main source of visitors;
- Developing new tax regime for condominium accommodation to ensure improved contribution to government revenue;
- Improving linkages between tourism and other sectors – financial services, fisheries, agriculture, entertainment, craft, art, and culture; and
- Anchoring every aspect of our development in the widespread use of ICT, such that TCI mirrors all the advances taking place in this heartland technology: TCI must become associated with the most novel uses of ICT, and we shall become known as ICT-TCI.

**Strategy**

1. **Implementing the 2006 Tourism Development Strategy** – The tourism strategy of ensuring that there is a coherent sheaf of projects for each of the Family Islands as a way of initiating tourism development on the Family Islands, with due regard to the distinctiveness of the island and establishing it in the up-market niche of the international industry. While we shall not exclude the involvement of foreign capital, the focus shall be on assisting Belonger- capital and entrepreneurship to rise to the challenge of being participants in the highest echelons of the industry as owners of establishments, and at the very least, among the management of such properties. At the end of the period of the Plan, TCI must have a diversified tourism product of which Providenciales is a part, and with the other tourism offerings on the Family Islands vastly distinct from the product of Providenciales.

2. **Deepening and Widening the Tourism Product** – The Tourism Board will work with local residents on the respective Family Islands in defining the tourism product of each island, and in bench-marking the island. Our people in the Family Islands have to have ownership over the product to be created. This is the only way that they can protect it and husband it for the long term, and can see themselves as beneficiaries in the development of tourism on the Family Islands.
3. **Recognising the Link Tourism and the Environment** – Our tourism product depends ultimately on the natural capital. We shall exercise the utmost care to ensure that in the expansion of the industry to the Family Islands, the emphasis will be on low impact and high value. The fragility of our natural environment puts us at severe risk from any tendency to mass tourism. The Government shall introduce measures such that up-to-date information will always be available on impact of whatever we do on each island, let alone ensuring that prior to any development all the mitigating measures are properly articulated and responsibilities allocated. Our regulatory and monitoring systems will be so upgraded to ensure that development takes place in a manner that would minimise environmental impacts, thereby safeguarding our natural assets.

4. **The Greening of East Caicos** – As part of the thrust to differentiate our tourism product from that of our neighbours and to contextualise the tourism strategy generally, the Government will take the decision now to be environmentally and ecologically sensitive in every area of public policy. This starts with East Caicos which will lead the eco-development thrust of the country, with the rest to approximate in time, the thrust of the East Caicos. As the *ultimate green island*, interventions will be undertaken with a view to having a minimum of impact, ensuring sustainability and displaying sensitivity to the challenges of global climate change.

The planning for such a development will start in the coming fiscal year, but it will mark a shift in strategic thinking such that developments elsewhere will have to be made consistent and complementary with the idea of East Caicos being the green capital of a country that is eco-sensitive. East Caicos will be first in being *eco-Caicos*.

The key actions will be:

- Declaration of East Caicos as the Green Island of greening TCI; and
- Pre-feasibility study and preparation of a development plan, if feasible, that will make East Caicos a different kind of development to anything that had been undertaken before, and consistent with the highest
standard of environmental conservation and protection.

5. **Maintaining Industry Quality and Standards** – The entrée of our people as service providers and as entrepreneurs in the industry will not be allowed to compromise the standards that will apply in the sector. Training at home and abroad, will give our people the necessary exposure to perform at the highest levels in the industry, and allow our operators to be bench-marked against the standards associated with some of the leaders in the international tourism sector. Industry stakeholders and their associations will be encouraged to introduce certification processes to assess and evaluate regularly all accommodation units, including those owned by TCIslanders, and the services that they provide.

6. **Widening our International Marketing Efforts** - The Tourism Board will market the TCI product, differentiating the respective niches specific to the Family Islands, along with the more traditional tourism product offered by Providenciales. The thrust of our efforts will be to ensure that:

- We retain the status of an up-market destination internationally;
- Tourism in each island is marketed as distinct products;
- Our marketing efforts extend into non-traditional markets; and
- We promote the TCI brand aggressively with the regular changes in the text of the message though not in the substance, to maintain its appeal in the international market place.

7. **Enhancing Research and Statistics Capabilities** – Research on our own product and continuing analysis of our competition both within the Caribbean and elsewhere in the world has to be an ongoing activity. We have to institutionalise high level research on the sector among our key agencies. The Tourism Board will have the primary responsibility for research, but there are others like DEPS and other agencies in Government, along with relevant stakeholder organisations, including the TCI Hotel and Tourism Association.

8. **Linking Tourism with Other Sectors** – We shall employ moral suasion in encouraging the hotel industry and producers in agriculture and in the fisheries sectors in particular to collaborate in creating supply lines to hotels and restaurants in the TCI. We shall develop institutional arrangements between the Tourism Board, the DEPS and the stakeholder organisations in the Hotel Industry, with a view to creating forward linkages from other sectors to tourism. This will allow for a forum in which action plans can be developed and implemented against which the extent and degree of linkage can be constantly monitored.

9. **Public Education** – Public education must serve the purpose not merely of informing our people of the benefits of the Tourism sector to our development,
but also of inculcation of a better sense of how more of our people can participate in the running of the sector, and the benefits that can be derived from our involvement as active agents in its growth and development, in keeping with the course we choose to chart for the industry. Our people have to develop a sense of ownership in the operations of the sector, and to come to the realisation that tourism is the business of everybody in TCI.

Developing a Viable Offshore Financial Services Sector

The Offshore Financial Sector is an important engine of national growth. There is potential for future growth which will be explored during the timeframe of this Framework. In the future we envisage a modern and competitive offshore financial services industry that is based on sound legislation and professional supervision, offering a selection of investment services and opportunities to the international community. The sector must have therefore:

- Strong institutional structures and systems developed to support the offshore financial services industry;
- A modern legal framework developed and constantly updated;
- Legal and financial experts recruited from abroad;
- Additional service providers and investors attracted to the jurisdiction; and
- Increasing numbers of Belongers trained and employed in the industry.

Strategy

1. Institutional Strengthening – The Government and industry stakeholders will continue to build the institutional infrastructure to support our offshore financial services industry over the next 10 years. This is particularly important since the industry is emerging from a period of decline and the external environment has changed considerably in recent years. The international community has tightened its regulation of offshore financial centres and devised comprehensive reporting procedures. These centres must therefore have adequate resources and systems to monitor and report upon activities. Three critical measures will be undertaken leading to:

   - Establishing Long-Term Planning for Offshore Financial Services;
   - Support for the Financial Services Commission; and
   - Establishment of a Research and Statistical Data Collection System.

A 10-year framework and action plan for the industry will be produced to assist the industry in re-positioning itself in a changed external environment. This will involve extensive consultation among stakeholders, analyses of the
external environment and a needs assessment of the local industry. Mechanisms will be established for continuous update of the plan.

A programme of institutional strengthening for the Financial Services Commission will include the hiring of additional staff; setting up of an office in Providenciales; and the design of policies and procedures to ensure adequate monitoring of the industry. A data collection system will also be established for the collection, assembling and dissemination of statistics on offshore financial services.

2. **Upgrading the Legal Framework for Offshore Financial Services** – Since an offshore financial services industry thrives on legislation, this programme is geared towards ensuring that a modern, legal framework is in place and constantly updated. Support will be needed from both the private sector and the Government. The private sector will monitor developments in the industry closely and advise on amendments to existing legislation or on the introduction of new legislation.

In the past, the absence of legal expertise has hindered the timely updating of laws. The Government will ensure that such expertise is available and minimise the bureaucracy involved in passing laws.

3. **Attracting Foreign Legal and Financial Experts** - Since we do not have sufficient highly skilled personnel to operate an offshore financial services industry, it will be necessary to attract foreign expertise to the jurisdiction. Two measures are to be implemented:

    ♦ An enhanced advertising programme; and
    ♦ Immigration laws to facilitate employment.

An aggressive programme of advertising will be launched to attract highly qualified and experienced lawyers and accountants. Such an outreach programme will be extensive, covering North America, Europe and the Caribbean.

Immigration laws will support the employment of foreign experts and facilitate their entry into the islands. An Encouragement of Financial Services Ordinance will be passed to achieve this.

4. **Undertaking International Marketing Initiatives** – The recent decline of our offshore financial services industry adversely affected our image in international markets. As the industry re-builds itself, the private and public sectors will jointly undertake an aggressive marketing drive to attract both new providers and foreign investors. Two sub-programmes are to be implemented:
♦ Market research; and
♦ Advertising in global markets.

Extensive market research will be undertaken through investor surveys, which would allow for targeting of specific types of clients and locations. New opportunities will be explored involving spin-off work from more developed offshore jurisdictions, dynamic markets in Asia and an expanded investor base that includes high net worth individuals.

Marketing campaigns will be launched in key markets, through annual trade shows in North America and Europe. These will be complemented by advertisements placed in specialist newspapers and magazines. The aim will be to highlight the service offerings of the industry and the advantages of doing business with the TCI.

5. *Enhancing Belonger Participation in Offshore Financial Services* – Belonger participation in the offshore financial services industry is very low. This is partly because Belongers are not sufficiently skilled to enter the industry but also because they have limited opportunities to gain experience in the field. In order to fill these gaps, two measures will be implemented:

♦ Training for Belongers; and
♦ Expanding employment opportunities for Belongers.

A comprehensive programme of training will be designed to equip Belongers with the skills and knowledge to assume key positions in the offshore financial services industry. Training will take place in the two main fields of law and accounting, and include both short- and long-term training.

In order to increase employment and promotion opportunities for Belongers, specific policies and initiatives will be undertaken. The Financial Services Commission will implement a programme for young graduates to gain work experience at the Commission for a period of three years. This will prepare them for job opportunities and upward mobility in the private sector.

The Government will issue employment guidelines to the financial services industry regarding the recruitment of Belongers, provision of on-the-job training and long-term training; and inclusion of Belongers in succession plans.

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**Expanding Belonger Participation in the Real Estate Market**

In recent years the real estate industry has become a vital sector with linkages to other sectors of the economy. However, there are conflicting demands for land which must be
addressed. Foreign investors purchase real estate for vacation homes, for retirement and as an investment. In the latter regard, the investor may have no interest in living or even in visiting TCI, but will own some real estate as part of an investment portfolio, and speculate with it within the mix of assets. Foreign investment creates a numeraire in our real estate market, and drives the appreciation of property values. The existing legislative framework allows investors to hold real estate through a TCI Corporation or Trust which is not subject to income tax, capital gains, property tax or inheritance tax. The State may not necessarily gain much from the active trading in real estate.

At the same time, the Belonger population and the resident work-force need basic accommodation for living, and are sometimes at considerable disadvantage. The current expansion of the economy and influx of migrant workers have created a great demand for rental housing.

In addition, Belongers as private owners of land generally lack information on the real value of their land assets, and sometimes fall victim to Real Estate Agents and foreign investors seeking tracts of land in TCI.

**Strategy**

1. *Establishing Real Estate Investment Trust* – The growth in the tourism sector of our country has contributed to an appreciation in the price of real estate. This has been positive in creating a numeraire for the valuation of property in TCI, given that foreign investors have been active in the real estate market. Some sections of our population lack relevant information on the possibilities open to them in the use of their land.

   The Government remains an important landowner, and has to take the long view in reconciling the needs of the present and future generation of Belongers, vis-à-vis foreign investors and speculators.

   In that regard, we shall establish a Real Estate Investment Trust (REIT) to give the Government a role in the management of land and in realising the benefits of the appreciation of land values, through tourism plant and other facilities that will be retained in the name of the people of the TCI, even if we invite foreigners to manage such property on our behalf, or lease such property to the private sector interests, including foreigners. This will allow the Government to retain some discretion in the utilisation of land, and in generating profit from land, over time, and avoids the rapid alienation of land away from our people. The REIT would also allow our people to sell land to the state, and even to share in the profit, by creative arrangements that protect their interests over the long term.

2. *Reviewing the industry tax system* – The real estate industry contributes directly to Government revenue through the payment of stamp duty on land
transactions. However, in order for the industry and hence, revenues to continue growing, heavy investments in infrastructure will be needed. This is not only in respect of basic facilities such as roads and ports but also in terms of erecting facilities to protect the country against natural disasters. In setting fees for the industry, therefore, it is necessary to take into account the need to share/recoup costs of building physical and other infrastructure for the islands. The Government recently announced the setting up of an Infrastructure Development Fund to help finance the construction of physical infrastructure. Discussions are also being held with regard to the introduction of a development impact fee. Such a fee will be very important for the islands, but particular attention must be paid to its design since it is a complex fee to determine. All this must be considered when reviewing the tax regime for the industry.

3. *Educating TCIslanders on financial management and the value of TCI land* – Too many of our people have remained innocent of matters relating to the value of their real estate, the possibilities open to them and about financial management generally. The Government will need to put in place programmes such that our people would have a more generalised appreciation of these matters so they would be better equipped to make informed choices. TCInvest will need to be invested with the responsibility of preparing relevant material for the print and electronic media in this regard.

**Exploring Available Options for Expansion of the Fisheries Industry**

The Vision for the sector as articulated by its stakeholders is:

*A sustainable fisheries sector comprised of caught fisheries and aquaculture, producing high quality products for growing export and domestic markets, while protecting the resource from overfishing and other pernicious practices.*

The main goal is the sustainable development of the industry in keeping with the limits of our fisheries resources and their proper management. The vision therefore calls for the:

- Possible expansion of aquaculture operations;
- Development of the scale fisheries industry;
- Development of other fish processing operations geared to local and external markets; and
- Development of strong linkages between the tourism and fisheries industry.
Strategy

1. **Expanding Aquaculture Operations** – There is need to develop a viable and sustainable aquaculture sub-sector, given that conch is being harvested at close to the limits set by Convention on International Trade in Endangered Species (CITES) and given the increase in demand for aquaculture products. South Caicos has considerable potential in this regard and can replicate the example of Providenciales in conch farming. Aquaculture will be developed on South Caicos, having regard to the success that we have had as a country with conch on Providenciales. It will be important to look, in particular, at the feasibility of producing other products beside conch – lobster and crab – all of which command relatively high prices.

2. **Developing the Scale Fisheries Industry** – Notwithstanding the obvious potential, the scale fisheries have remained unexploited as a source of foreign exchange earnings. At the same time, the feasibility of establishing the scale fisheries industry on a firm footing will be undertaken; this would include an assessment of the scale fisheries stock. If proven feasible, efforts will be made to provide the relevant infrastructure for processing and marketing fish in markets close by. A programme will be developed for identifying and training some of our youth to operate a sophisticated industry, and popularise the sector for the gains that can be had from participation at the higher levels.

3. **Addressing the Overcapitalisation Issue** – There are a number of processing plants in TCI, five of which can be classed as Class A in terms of standards. Research has established that there is insufficient conch and lobster to maintain all the plants in continuous production. Meanwhile, fishermen sell directly to, restaurants and hotels. There is need for regulation, which could assist in streamlining the sector and in reducing the risk of overcapitalisation, which besides leading to limited returns, works against the maintenance of standards. The close monitoring of standards and the introduction of a licensing regime to regulate plants by an agency of the Government will result in rationalisation of the number of plants. Hazard Analysis and Critical Control Points (HACCP) should be the basic requirement for all plants.

Developing the Agriculture Sector

The potential offered in certain types of agriculture in the TCI has remained unexplored with the result that in the minds of our population there is little or no future for the sector. A target of reducing agricultural product imports by 10 per cent over the next 10 years is considered as feasible.

The development of a supporting and facilitating infrastructure for agriculture will require not only the commitment of financial resources, but also political will, to sustain
a few hardy entrepreneurial agriculturalists that are prepared to embark on producing supplies largely directed at the local market, inclusive of the hotel industry. There will be need for a long term official commitment to the industry since the birthing of an agricultural sector will take considerable time and resources, both public and private.

**Strategy**

1. *Establishing Appropriate Institutions to Support Agricultural Development* - At present, there is no separate agency within Government to oversee the agriculture sector and no overarching framework in place to guide its development. A programme of institutional strengthening will help build the necessary structures and policy frameworks for agriculture in the TCI. It would be important at this juncture to establish a Department of Agriculture; and to develop a long term agricultural development plan.

   A Department of Agriculture, appropriately staffed with a Director and specialist staff, will provide both strategic guidance and technical support to farmers. At the strategic level, the Department of Agriculture will formulate a 10-year Agricultural Plan, in consultation with farmers, Government and other stakeholders. It will also oversee Government assistance to the sector and provide technical advice to farmers on a day-to-day basis.

2. *Raising Awareness of Agriculture* – Given the low level of interest in agriculture, a programme of awareness-raising will inform TCIslanders about the income-earning and other opportunities in the sector. The target groups will cover a wide range: school children, local farmers, foreign investors and the public. School children will obtain information on agriculture as a career, local farmers and foreign investors on income-earning opportunities and the public at large on farming methods. Information will be disseminated through TV and radio programmes, seminars, guest lectures and brochures.

3. *Establishing Incentives Programme for Farmers* – The poor image of agriculture, high start-up costs and vulnerability to adverse weather conditions serve as a deterrent to agricultural development in the TCI. In order to mitigate the impact of these factors and attract farmers to the land, an incentives programme will be implemented. An incentives programme will include duty-free allowances on imports of machinery and equipment, seedlings, fertilisers and other inputs. With regard to credit and finance arrangements, extensive discussions have already taken place in this area with TCInvest and draft guidelines on qualifying criteria drawn up. These guidelines will be finalised in the first year of the Plan, allowing farmers to apply for low-interest loans and credit on favourable terms. The incentives programme will also cover infrastructural support such as the clearing of land, soil preparation and erection of drainage systems.
4. Expanding Crop Production - Three programmes will be undertaken to increase production levels and diversify the sector as follows:

♦ Establishment of demonstration plots in North and Middle Caicos;
♦ Provision of agricultural extension services; and
♦ Assistance to the agro-processing industry.

The establishment of demonstration plots in North Caicos allowed for a significant expansion of high-quality fruits and vegetables. Given the success of this model, further demonstration plots will be established in North and Middle Caicos. This will benefit new farmers who do not have the experience to start farms on their own. The Government will actively promote an agro-processing industry through the establishment of plant nurseries.

5. Training Farmers - Although farming on North and Middle Caicos has a long history, much of this has been backyard farming. If commercial farming is to be expanded and new crops introduced, a comprehensive programme of training will be needed in two areas, namely entrepreneurial training, and technical training. Target groups will range from small farmers who may be either new or already own farms to experienced, large-scale farmers. Entrepreneurial training will be designed to equip farmers with the knowledge to manage their businesses efficiently. It will include areas such as business planning, accounting, human resource management and marketing. The technical training programme will enable farmers to cultivate crops, using new and appropriate technology.

6. Farmer Representation - Since agriculture is at a low level of development, it will require tremendous support from both the Government and the public. The farming community could secure such support through a cohesive group to represent their interests. The Government will facilitate the formation of a National Farmers’ Organisation as well as the formation of individual Farmer Organisations on North Caicos and Middle Caicos where most of the farming activities will be concentrated. In addition to lobbying for Government support, these organisations could educate the public about the challenges of agriculture and its benefits to the TCI.

7. Marketing and Transport of Agricultural Produce - As production levels of fruits and vegetables increase, arrangements will have to be made for the marketing and transport of produce among the islands. Both Government and farmers’ organisations will work together to ensure that long term supply arrangements are concluded with supermarkets and hotels. A farmers’ market will also be constructed to assist with marketing.

Transportation issues have always plagued the agricultural sector. A boat will be purchased and this, together with the new Causeway, will facilitate the transport of produce across the islands. Other options for transporting goods will also be explored.
Lundvall (2003) defines a globalising learning economy as one that is characterised by accelerating technological change and growing international interdependence. To compete in such a world he advises that it is important to have access to knowledge but it is even more important to be able to learn as old competencies become obsolete. What this means for the TCI is that while on the one hand we move to close the digital divide with the developed world we must also put the necessary arrangements in place that will allow our people to take advantage of new opportunities in the new global marketplace.

Training and re-training are the primary means of accomplishing this. Many new types of services and related jobs exist today, which did not exist 10 years ago – most are computer or technology related. First, persons must be willing to recognise that the world is changing and there is a need to change along with it, and secondly, they must be committed to training for any of the host of new opportunities that exist.

We must be innovative in expanding our service industries. One example of a way in which new technologies offer opportunities for service delivery innovation is in the area of Education. No longer does education need to be associated with the mortar-and-bricks classroom; many new modes of delivery are now available including distance and offshore programmes. The TCI is in a good position, supported by an already renowned tourism product to be host to offshore campuses of top-rated International Universities which choose to locate their marine and biotechnology research centres here, with access to all online scientific journals and other resource, just as if they were in any other “less naturally beautiful” part of the world. We are also in a very good position to offer Programmes at our Marine and Biotechnology Research Institute and Community College to students based in any of the family islands and in various parts of the world, who may wish to complete programmes by distance mode. This will need to be developed in collaboration with the Marine and Biotechnology Research Institute, and the Community College.

There will also be a need for a National Science Park which will house business initiatives to start science and technology based (including the application of ICTs) companies, and which will provide legal, financial and administrative services and sector-wide training at subsidised costs, as a means of encouraging the development of the sector.

It is also imperative that we nurture the imaginations of our youngsters so that our society may be enriched by their fresh ideas. This can only be accomplished by having an educational system that supports the development of the arts and other forms of creative expression, including sports. Additionally, these initiatives all need to be harmonised in a Science, Technology and Innovation (STI) Policy and the national scholarship programme.

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Strategy

1. Developing a Science, Technology, and Innovation (STI) Policy that encourages and enables the development and marketing of prescribed initiatives. The policy will speak to issues of:

   ♦ Primary, secondary and tertiary level education;
   ♦ Scientific research, technology and innovation, with special reference to the services sector;
   ♦ Prioritisation of public spending in STI; and
   ♦ Public awareness of STI issues.

3. Developing options for offering science and research services as a new service sector, in collaboration with the Research Institute and Community College – these could include marine resources management and climate change.

4. A study will be conducted to establish the demand and feasibility for establishing a national science park. A National Science Park will incubate STI start-ups and provide sector-wide training. This park should be in close proximity to the research institute.

5. Ensuring that the educational curriculum encourages the holistic development of the person, including the arts and sports.

Institutional Considerations

The economic base of the country underwent a major transformation from primary production around salt and fishing to a service orientation with tourism and financial services. A supporting infrastructure evolved to match the changed requirements. The predecessor to the Tourism Board was born out of that experience. Subsequently, a similar process took place with the emergence of the Financial Services Sector. In both of these cases, the industry was born before the relevant infrastructure was put in place. Foreign capital recognised an opportunity and sought to exploit the possibilities that TCI offered.

The next thrust in the transformation of the economy is being structured around this present development plan. The country is seeking to diversify within the existing sectors as well as to develop new sectors that are capable of competing in the highly competitive environment of the 21st century. Our population wants to participate in the process of this new thrust. Thus, while we shall continue to depend on the inflow of foreign capital and entrepreneurship, Belongers are no longer prepared to remain on the
margins. The institutional infrastructure, therefore, has to be geared to the realisation of this fundamental objective.

In effect, such institutions as TCI Development Agency/TCInvest, the National Bank, the Ministry of Finance, and DEPS have to be entrepreneurial in themselves in the creation of new possibilities for our population. Their capacity to facilitate and to be proactive is essential to the success at the next stage in the transformation of the TCI economy. The primary requirement is for a reorganised institutional infrastructure that affords our people the opportunity to be the agents of the transformation process envisaged in this plan, and allowing us to be present wherever we have been absent in the existing sectors and in the new sectors that have to emerge as part of the diversification process.

**Critical Success Factors**

- Institutional capacity to facilitate the entrée of Belongers into business and commerce and as entrepreneurs in the growth sectors of the economy specifically through:
  - Training of Belongers to run guest houses and hotels in the Family Islands, and geared to an upmarket clientele;
  - Training and exposure of Belongers to highest reaches of the Financial Services Sector;
  - Training for farming in high value niches in agriculture;
  - Training in aquaculture and for development of scale fisheries;
  - Training in the business and commerce that are part of the supply structure of a modern economy.
- Development of a commitment among our population to be competitive vis-à-vis the rest of the world;
- Access to credit to Belonger Entrepreneurs;
- Development by the state of REIT and other mechanisms to allow participation in real estate market with a view to protecting the long term interest of the Belonger population in the land resources of the country;
- Coordination among key agencies like TCInvest, and National Bank;
- Provision of up-to-date data on the performance of the economy and of particular sectors by DEPS;
- Wiring of the country to afford our population better and speedier communication in the public and private sectors; and
- Streamlining the National Scholarship Programme to train TCIslanders to be active and skilled participants in the productive sector.
Conclusion

The Government has a major facilitative role in encouraging the growth of the private sector. The performance of the private sector, domestic and foreign, will determine, ultimately, the extent to which we achieve the economic targets of the Plan. The TCI has to build a competitive economy. That means our having competitive people. In the past, we have had inflows of such people by way of foreign direct investment. In this new plan, there will be Belongers entering the picture to create a brighter future for the TCI, and to earn profit from their endeavours. The following lists the time profile of some of the more significant initiatives.
Section 3F

Quality of Life

Context

TCI has experienced rapid economic growth for at least three decades. A primary concern of the Government and the Belonger population is that social development should complement economic development in terms of the quality of life and the living arrangements. The high rates of growth of the economy of TCI have been achieved, in large measure, by the inflow of high level personnel along with low level labour from abroad. The resident population has grown by leaps and bounds. Thus, within three decades what was a relatively homogenous society, emerging from a colonial past of colonists and their slaves, has become a highly diverse community.

Most of current residents of the TCI are people who have entered the country within the last twenty years. The Belonger population is now a minority of the resident population. While the right to vote resides mainly among the Belonger population, it is difficult to dispute the fact that the rest of the resident population has come to influence the tone and shape of the society. In projecting the need for social development, their presence cannot be ignored.

Social development can be described as the process of increasing the assets and capabilities of individuals to improve their wellbeing. It strengthens the capacity of social groups to exercise agency, transform their relationships with other groups, and participate in development processes. Social development improves the ability of society to reconcile the interests of its constituent elements, govern itself peacefully, and manage ongoing economic and social change.

A country undergoing such rapid social change as we have experienced in TCI, is likely to encounter cultural and social dissonance, given the influx of such large numbers from elsewhere. Much depends on how we address the fall-out. There will always be difficulties that befall individuals and communities which our social services have to respond to by way of support to the integration process in our society. The challenges emerge in our not being able to measure up to requirements in this regard, let alone overcome the bigger hurdles created by rapid social change. Our institutional structures for social integration are central to our development.
Vision

Our social services will contribute to a high quality of life of our population, by:

- Providing social protection to those of us in, or at risk of succumbing to, difficult economic and social circumstances,
- Empowering our people to realise their fullest potential and equipping us to measure up to competition in the world at large, in every department in which we choose to compete, and
- Supporting social integration and assimilation of the diverse groups that become residents and new citizens of our country.

Achieving the Vision

In order to achieve the Vision, our social services will be reorganised such that they would minister to individual and community needs in real time. Social services will be configured to treat with the problems that may arise at each stage of the life cycle from the cradle to the grave and through all the age cohorts, and provide for those who, for whatever reason, are not well equipped to cope. Moreover, our social services will respond to the major challenges of our time.

The underlying premise of this approach is that our social services should contribute to social integration of the society. There is the need for a minimum platform on which to build cooperation among the diverse groups that comprise our increasingly diverse society. At the same time, we have to address the need to empower our Belonger population to become active participants in our own development. Meanwhile, the social structures have to minister to requirements of our people as the process of change produces difficulties for some. The services must help them to recover their capacity for self-actualisation where this has been breached, and respond to those at risk of succumbing to negative influences generated at home or imported from abroad.

This means that in the current scenario, our delivery system has to treat most urgently with the following:

- Protecting youth at risk of dissonance in our value system;
- Committing our population to lifelong education and training;
- Empowering our population through social marketing of wellness, to reduce the spread of lifestyle diseases;
- Encouraging responsible sexual behaviour to control the spread of Sexually Transmitted Diseases (STDs), and of HIV/AIDS in particular;
- Arresting the proclivity to drug abuse;
☐ Reducing poverty by measured transfers, where required, and by social development of the poor and vulnerable, where possible;
☐ Eliminating social exclusion either on the basis of geographic location, ethnicity or other barriers; and
☐ Preventing crime by improved policing and upgrading the administration of justice.

The following specific targets have been set to ensure delivery of the Vision by 2017:

- **Attainment of quality of life indicators including MDGs, Human Development Index (HDI), Human Poverty Index 2 (HPI2), Gender Empowerment Measure (GEM) and similar universally accepted standards, with performance at levels achieved by developed countries.**
  Human Development Index

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**Ensuring the Universal Reach of Our Social Services**

Our society needs the full range of social services – developmental, preventive, remedial and supportive – capable of the delivery to all our population, irrespective of geographic location and of age, ethnic background, or social circumstance. In every community in TCI, it must be possible to identify social services delivery mechanisms either provided by the State or by civil society organisations that are effective in treating with problems when they occur and in keeping the society well integrated in the functioning of its various components.

A significant influx of low level labour, particularly from Haiti and the Dominican Republic, has led to the growth of a relatively poor migrant community, which has placed a severe strain on the social sector, especially on the provision for health and education. The TCIG is committed to observe all its international obligations in respect of the provision of services – education, health and housing, included - to all legal residents of the country. However, with its population becoming a minority among the resident population, the burden of delivering services to the majority becomes an inevitable social and political issue.
Strategy

The Ministry responsible for Community Empowerment will be the prime agency identifying needs on each island and will work to ensure that where gaps exist in the system of social services delivery, these are effectively closed by coordinative measures developed among other social service providers, whether within the State or among NGOs, Community Based Organisations (CBOs) or Faith Based Organisations (FBOs).

Addressing Needs of Cohorts

A useful point of departure is the recognition that the individual may need services of different types throughout the age cycle. Some are already well taken care of in TCI. Primary health care is of such quality that prenatal and post-natal care guarantee very low infant mortality and ensure that most children would survive to their fifth birthday and beyond. There is universal primary and now secondary education, such that the vast majority of children are guaranteed 10 or more years of schooling.

The issue that we face is in organising approaches for the problems that we are likely to encounter. The following is illustrative of the modalities that we will have to develop in treating with some of the fall-out that occurs among various age cohorts: Children

There has been an increase in the incidence of child abuse, sexual abuse being the dominant form. Most of the cases have occurred in Providenciales. The task here is three fold: to enhance the skills of professionals working in social service delivery (social workers, police officers, teachers, health professionals, NGOs and CBOs) to recognise and manage child abuse cases in the TCI; to sensitise parents and civil society to understand, recognise, prevent and report child abuse; and to educate children to protect themselves from child abuse.

Additionally many children are brought up by the elderly in the Family Islands as parents go in search of work. The grandparents are often unable to provide a supportive environment. Meanwhile, parents with children on Providenciales face difficulty in supervising them given the need to work at two or more jobs.
**Strategy**

Our children need a system of services which will provide the necessary financial, supportive, developmental and remedial services needed by the children in respect of:

1. Reducing the Incidence of Child Abuse, Neglect and Exploitation in Our Communities - wherever child abuse, neglect and exploitation surface in the society, the Social Services Department has to be well placed to secure the protection of children, by getting the Police Service to act where this is necessary, and/or apply other forms of intervention, by arranging care for children either in safe homes or among households that can provide a safe environment for such children in the short to medium terms.

2. Providing Child Care Services - the social services will coordinate arrangements to support the socialisation process in our urban centres by ensuring the provision of child care services for parents who have to work and cannot arrange to be at home in the after-school hours of their children.

3. Providing Children Social Services - Financial assistance and other services will be needed to provide support to grand-parents in the Family Islands who are effectively the persons providing parenting to their grandchildren while the parents are off-island engaged in employment. In this latter case, our agencies will have to provide the stimulation that grand-parents in the Family Islands may not be capable of providing.

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**Youth**

Our youth face the challenge of growing into adulthood in a society undergoing rapid social change. Our relatively homogenous society of three decades ago has become a highly plural society. In the school system, our youth encounter a teaching body which is comprised largely of non-nationals, especially at the secondary level. From very early, our young people are made aware of the fact that social and economic advance can be limited to certain fields of endeavour.

There is also the particular problem of Haitian youth who suffer social disabilities, and there is an absence of institutional infrastructure to treat with their needs. There is also an increase in drug use, and alcohol abuse among our youth. The lack of funding, staffing and other resources for youth programmes, means that there is little by way of mitigation of these problems.
Strategy

Our programmes for youth will need to take account of the myriad influences to which they are subjected including those mediated through the popular media and now the Internet.

1. The Department of Youth will be one of the lead agencies in this regard and will need to mount a number of interventions, including targeting Haitian youths whose problems are somewhat different to those of our own youth.

2. Many of the policies targeted at youth development will need to be harmonised with the policies for sport.

Adults

TCI has an irregular population pyramid as a result of the large influx of adults. Some number of them will become citizens in the medium term. There is a need for social marketing to address attitudes to wellness, and the control of life style diseases, continuing education and upgrading. We require also measures to help TCIslanders to cope with the demands of being active participants in international society, and to avoid any sense of marginalisation from the developments taking place in our midst.

All our social services delivery agencies will need to engage our citizens in creating a deep sense of individual responsibility for one’s life chances. The Ministry for Community Development will have a major responsibility in inducing this socio-psychological shift of paradigm.

Strategy

The commitment of life long education and self-upgrading will be the focus of the Ministry of Education. The orientation to wellness has to be encouraged by the Ministry of Health, and the general thrust to individual and collective responsibility, by the Ministry with the remit for Community Development.

1. In three respects, there will be need to mount dynamic and proactive programmes that reach our adult population, with social marketing being one of the mechanisms in the armoury of approaches to be used by the respective departments.

The same message will need to be provided in different ways to capture and hold the attention of the population and will be geared to induce behaviour change. There are other areas in the social services where similar
strategies will have to be mounted, including parenting, which will be an issue to be treated by the agency involved in family services.

The Elderly

There is no national policy for the aged. Apart from depopulation that internal migration has caused, there is the negative impact on the elderly within the Family Islands. These islands are now left with a significant percentage of elderly residents. Geriatric care is not up to the level consistent with the numbers and extent of needs. Meanwhile, the increase in life expectancy makes the raising of the retirement age an immediate imperative, given that a substantial number of retirees are able to contribute to economic and social development, and the provision for their support by way of National Insurance can be compromised by improved survival rates.

Strategy

To so organise the system of services such that the elderly can be involved in productive activity consistent with the level of effort that they are capable of making.

1. One of the first steps that will be undertaken in keeping with the requirements of this plan is the development of a National Policy on the Elderly. There will be a range of tasks that our social services will have to perform vis-à-vis the elderly. One relates to the physical and mental health of the elderly. The Ministry of Health has a responsibility here.

2. There is also the socio-psychological dimension that will be addressed. Given the changes that have taken place with the extended family, there is need to institutionalise home help arrangements across all the islands, to ensure that those elderly in need are not left unattended.

3. Community activity in which the elderly can be involved will be organised appropriately, including the provision of day care services for the elderly as an option for persons who may desire to take advantage of such services.

Engendering Our Development

TCI faces major gender disparities and lacks the institutional structures in place to address them. There is a marked under-performance of boys and young men in the educational system, compared to girls and young women. TCI has to ensure that males and females are equally prepared for the knowledge based economic structure that the
TCI needs to build in competing in the 21st century. There is also the problem of the segmentation of labour markets and structural and other barriers that women still face in participating in many areas of the economy.

**Strategy**

The operating principle is that girls and boys, men and women must have equitable access to all opportunities in the society.

1. **Upgrading the Gender Desk** – The Gender Affairs Desk will be expanded into a Department, and will treat with the disparities that exist in the society and the economy. In many areas, there will be need for moral suasion in correcting for inequity on the basis of gender. In other areas, there will be need to institutionalise regulations and even to enact legislative measures to prevent discrimination on the basis of gender.

2. **Monitoring the Performance of Boys in Educational System** – The underperformance of boys in the educational system will require interventions within and outside the school system geared to correcting this problem. The Department of Education will have to explore strategies to improve the performance of boys in schools and to motivate greater commitment to learning and educational advancement.

3. **Supporting Positive Male Model** – The Department of Gender will work closely with the Department of Social Services in the establishment of Big Brother arrangements to provide positive male models for boys and young men. There will be need for evening care centres to allow mothers in particular the opportunity of participating in part-time programmes of education and training.

4. **Improve opportunities for employment among females and for their participation at all levels through the development of a Gender Policy and Action Plan**

**Reducing Social Exclusion**

The dilemma that we face as Belongers is that we cannot develop the country without large numbers of people coming in from abroad. This then leads to our exclusion from some areas where non-nationals have become dominant. Since we are opposed to surrendering our birthright, we have to reconcile the demands of growth, and therefore of reliance on non-nationals, with ensuring sensitivity in managing relations with a large diverse non-Belonger population.
There will be need for a number of cross-cutting measures geared to allow us as Belongers to participate at the highest levels of the economy and society, at the same time as our society tends in the direction of inclusiveness of non-Belongers who become citizens and join us in the development of our society.

**Strategy**

As a country, we must balance the need for managing diversity and yet affirming our right to retain our way of life and to allow the culture of TCI to be first in the TCI. These are issues to be addressed by harmonising the policies and programmes under the Ministries and Departments responsible for Education, Culture and Community Development.

**Using Education as the Cornerstone of Social Integration**

The assimilation of the non-Belonger population is one of the dominant tasks: more children are born to Haitian women than to any other single group in the society. Developing their capacity with English has to be catered for in the educational system. Another task is the upgrading of the work-force among the Belonger population such that the vast majority can be active participants in the economic transformation taking place in the country.

The Educational System is the fulcrum for much socio-economic development of the TCI. But there is an emerging entitlement syndrome in which even poorly performing students consider themselves entitled to grants: this does not augur well for high scholastic achievement as an essential basis of the meritocracy that we seek to create. Policy making in the sector has to be assessed against the need to overcome the challenges faced in the transformation of the entire society into a competitive world class player, in spite of the small population base.

Immigrants have compensated for the short-fall in labour supply from the Belonger population relative to the demands of a dynamic economy. However, our guest workers are not readily accepted as the future citizens of the TCI. Much of the imported labour, whether legal or illegal, strains the socio-psychological carrying capacity of the Belonger population, in the absence of measures to address inter-group relations.
**Strategy**

Policy making in the sector will be so organised as to overcome the challenges faced in the transformation of the entire society into a competitive world class player, in spite of the small population base.

1. Introduce Programmes of English as a foreign language: Given the fact that large numbers of children come from homes where English is not spoken, the Department of Education will put in place some programmes of English as a foreign language.

2. Facilitate re-entry to Education: The Department should also build into its programme a selection of evening courses that are flexible and adaptive in the face of the varying needs of the adult population, to upgrade and to correct for any deficiency in the earlier experience of the formal educational system. The Department will need to institutionalise educational support for the constant upgrading that the population in general and the labour force in particular has to undertake in order to be competitive in real time, having regard to the demands of the global economy.

3. Promote HRD among Belongers: In addition, the Department has to adhere to the underlying policy that our Belonger population has to be equipped to participate and contribute as first among equals relative to the high level human resources entering the country as operatives at various levels.

4. Expand Belonger participation in Tertiary Programmes: There is a need to mount a major programme to train Belongers up to the tertiary level; this Programme will need to be consistent with the revised Scholarship Policy.

**Reforming the Health Sector**

The commitment to treatment abroad in respect of tertiary and some secondary care in health has been unsustainable. In addition to financing problems, there is also the heavy reliance on non-nationals in the provision of health care, and an inadequacy in respect of supplies and equipment. We face a major task too, in managing a diverse, multi-national and multi-cultural work-force in our health system.
Strategy

There shall be a commitment to shifting the focus of the sector to total health and wellness among all groups in the society, including the upgrade of existing infrastructure and institutional capacity to address the needs of residents.

1. Promote Wellness - Focusing on overall wellness and primary health care reduces the burden of overseas referrals in respect of secondary and tertiary health services. This involves a wide range of programmes geared towards awareness-building and health education initiatives at the school and community levels.

2. Introduce Health Insurance - One of the most important initiatives in this area will be introduction of a national health insurance, one of the objectives of which will be the sharing of the burden of secondary and tertiary care among the population and creating some link between individual risk factors and individual behaviour.

3. Implement the specific programmes detailed in the Strategic Plan of the Ministry of Health TCI.

Tackling HIV/AIDS

Principal challenge is the fact that HIV/AIDS is still seen as a health problem. Surveillance is weak and is concentrated on the expatriate population engaged in lower level services. There is need for the revision of legislation and of policies, such that People Living With HIV/AIDS (PLWHAs) would be protected from stigma and discrimination, for ensuring universal access to treatment, and for guaranteeing the rights of children orphaned by HIV/AIDS.

Strategy

The Ministry of Health will collaborate with other agencies on the improvement of related surveillance throughout the country. Concurrent with this, legislation will be enacted to provide protection for PLWHAs, and for ensuring their gaining universal access to a treatment regime which the country will fund.

1. Revise legislation and policies governing PLWHAs, (including their rights to access treatment) and children orphaned by HIV/AIDS, and protection all against related stigma and discrimination.

2. Implement a multi-sector response under a national programme geared towards raising public awareness of HIV/AIDS as a social and economic issue.
3. Harmonise the health information and referral systems to improve quality of service to PLWHAs and others accessing the health services in general.

**Addressing Drug and Alcohol Abuse**

Drug abuse and addiction lead to a complex set of social, medical and economic problems with serious implications. According to experts, it is widely prevalent, cutting across age, class and gender. Alcoholism in teens is more common today than ever before, due to peer pressure or the desire to escape. Many troubled teens turn to alcohol in order to impress others or simply appear older than they are, without realising the physical, emotional and psychological consequences which this can have. Additionally the consumption of alcohol is a major contributor to the global burden of disease.

The challenges here include the need for revision of legislation regarding sale of alcohol to minors, the lack of a broad-based mental health programme to enable psychosocial support for the users and caregivers. Other difficulties are the absence of a broad based education programme geared towards prevention, inadequate control of borders and ports, the lack of proper security at the main ports, and finally, the lack of staff.

There will be initiatives undertaken by the authorities in National Security for interdiction of the transport of drugs. Concurrent with this, programmes of education and social marketing towards a drug free society will be undertaken, at the same time as steps are taken to develop a mental health programme to assist victims to rehabilitate.

**Strategy**

Central to drug and alcohol abuse prevention is the development and implementation of programs that prevent illicit drug use, keep drugs out of neighbourhoods and schools, and provide a safe and secure environment for all people.

1. Harmonise strategies geared at youth, sport development and promotion, crime and security, and health, with the objective of reducing alcohol and drug misuse and abuse.

2. Establish a “Teen-savers” treatment programme that will provide drug and alcohol addiction treatment, and will address behavioural and physiological issues, such as anorexia and bulimia nervosa, given that if left untreated, these patterns of behaviour can lead to more serious problems.

3. Develop a drug and alcohol policy - The Policy must incorporate measures to educate the public about the dangers of the use of alcohol and drugs as well as interventions that focus on treating or punishing those who may be
putting their lives or the lives of others at risk. It must put in place regulatory and other environmental supports that promote the health of the population as a whole.

4. Promote sport for drug and alcohol abuse prevention – Competitive sport and physical recreation can contribute positively to reducing proclivity to drug abuse, even though there are the few who succumb to use of performance enhancing drugs.

Reducing the Incidence of Poverty

Continued efforts will be mounted to reduce poverty, partly by way of empowering the poorer members of society to pull themselves up by their own bootstraps. Such measures as educational upgrading and training, through post-school programmes and access to micro-credit will occupy centre stage here, but shall be complemented by improved transfers to those who are unable to take care of themselves without social support. These include some of the elderly, persons with severe disabilities, children abandoned by parents, or single mothers in difficult economic circumstances.

The highest levels of poverty have been found among Haitians, raising the issue of ‘imported poverty’. There is concern over the extent to which we should commit public resources to reducing poverty among immigrants, as against shifting strategy to lowering the reliance on cheap labour from Haiti. Major problems relate to ineffectiveness of the institutional structure relative to the requirements of poverty reduction, rigidity of budgetary processes, making it difficult to respond to dynamic situations, and the sheer geography of the country and the distribution of the population.

There is also inadequate consideration given to psycho-social factors in the design of programmes, and to the revision of benefits in the light of the new needs for the safety net. Finally, there is need for better targeting, and for greater participation of civil society organisation, including faith based organisations, which are well placed to identify the neediest persons in the society.

Strategy

Our social services must rise to the challenge of providing for those who are unable to cope on their own, and of assisting others who, with a little help in the short term, can become self-reliant in the medium term. No one should be allowed to live in conditions that our society regards as less than decent. As a society, we have therefore to:

1. Improve the statistics and information available to policy makers on the conditions under which people live, by conducting Surveys of Living
Conditions every three years, in order to improve targeting and delivery of social programmes to be delivered according to a Country Poverty Reduction Programme.

2. Reduce the vulnerability of households and individuals of falling into poverty by improving the access and quality of education, training opportunities, access to agricultural land and access to credit and employment, thereby increasing the options for participation in the economy.

3. Improve the coordination among social services delivery functions.

4. Encourage the use of technology and relevant applications among the poor to improve their living conditions.

**Meeting the Demand for Housing**

The provision of basic housing is an imperative in TCI. Given an economy founded on high end tourism, there is need for state intervention since the prices of land and of housing will be determined by demands in this sector, rather than solely by the needs of the domestic population. Such pricing as the underlying numeraire can put basic housing much out of the reach of even middle income groups in the society, let alone workers in elementary occupations.

The shortage of affordable housing for middle and low income families has been attributed to the rapid economic development which has triggered consequential inflows of labour much in excess of the supply of housing units. High construction costs, as a result of the costs of imported materials and of imported labour have pushed up the prices of housing units for low and middle income households, as well as for commercial and high-end tourist accommodation.

The Ministry responsible for Housing will expand the programme of housing for lower income groups, by incorporating an indirect subsidy to this group. Moreover, the State should be able to identify areas for economies of scale by the development of settlements where new and more efficient building techniques can result in reducing costs of providing homes.
Strategy

Increase access to financing, harmonise existing policies; develop a National Housing Policy to guide the development of the sector in the short term, and encourage a shift to multi-story dwelling units in the longer term.

1. Build capacity and encourage institutional coordination among the agencies with responsibility for housing.

2. Encourage efficient land use and promote good environmental management practices.

3. Close existing gap in housing needs and craft financial arrangements which allow Belongers to afford their homes.

Law and Order

The increase in drug abuse, in uncontrolled illegal immigration, robberies, and other aggressive crimes against the person and property, is a signal of the challenge we face in law and order. Our police service is undermanned and deficient in critical skills and is forced to be reactive rather than proactive. Our prison system is characterised by high recidivism given lack of rehabilitation work, and there is no separation of juveniles from other offenders.

The Court system in the TCI has simply not kept pace with the development of the country and is grossly inadequate, in terms of the physical infrastructure, and in respect of its processes in the administration of justice.

The expansion of social services and their reach across all groups and communities will constitute the soft touch on the part of the state in the development of a society integrated around certain norms and values. There is need to protect the society with a relatively firm handle on law and order. The Court system will be organised to dispense justice with speed and against a backdrop of transparent laws and practices that have been the tradition in TCI. The borders of the country will be policed to prevent breaches of our security, either through illegal immigration or through the transhipment of narcotics through our shores, ports and airports. We shall raise the image of our society as one that is highly intolerant of drug-running and of drug use.
Strategy

Improve security within the TCI by investing in the infrastructure and human resource needs that will improve prevention, detection and adjudication of all minor and serious crimes, including the use of appropriate technology as it becomes available.

1. Human Resources - Build capacity of the police, prisons, coast guard and legal personnel to fight crime by improving the skills and technical expertise, reduce staff shortages and restructure the human resources as detailed in the Crime Prevention Plan.

2. Acquire the necessary updated technical equipment that will facilitate the detection of drug-related, financial and other crimes at the ports of entry and within the jurisdiction.

3. Close the current gaps in the physical infrastructure requirements and reorganise the court system to take account of the special circumstances of the TCI in respect of the importance of its tourism industry.

4. Implement the existing Plans developed by the Ministry of National Security to reduce crime.

Sport

The CARIFTA Games of 2007 which we hosted raised the profile of our country and also raised the profile of sports within the country. However, there are inadequate resources for the type of infrastructure and training to support the development of athletes. Training programmes are needed for athletes and for persons involved in the administration of sport in the TCI. The institutionalisation of corporate sponsorship also needs to be encouraged.

Sport will be promoted along three main lines: one targeted at increasing total participation in sport; another which focuses on the development of competitive sports; and a third which focuses on sport as an industry.

In collaboration with the Department of Education, the Department of Sport will reach all students through a structured programme which exposes students from the earliest levels to trained coaches and specialised instructors. Sport programmes aimed at full participation by all groups in society should be targeted particularly at encouraging the full participation of girls and women in sport as guided by the Brighton Declaration of Women and Sport 1994.
There needs to be a shift in focus of the Department of Sports to the management and promotion of sport as an industry. In this regard, there is need for a Sport Policy which will guide the development and promotion of the industry and which will outline the national objectives. The performance of the industry should be measured in terms of its contribution to raising the earnings potential of individuals, the contribution to GDP of Sports and related services and events, the establishment of a health and physical education curriculum at all levels in the education system, and total numbers actively engaging in sport as a share of population subgroups. Increases in Sport participation are usually associated with decreases in crime, thus another interesting indicator of performance of the sector could be decreases in the rates of crime and of the incidence of criminal activity by young males in particular.

**Strategy**

Promote sport as a platform for development and adopt a serious approach to investing in the development of our athletes through a structured programme at the school, community and national levels, with support from the government and private sectors.

1. Raise Profile of Sport: Sport is a social adhesive and should be promoted more widely to all groups in society for its health and wider social benefits at the school and community levels. The Department of Sport will work closely with other agencies and in particular the Department of Education, in promoting sport as a platform for development, especially among our young people.

2. Develop a Sport Policy to guide the future of sport in the country.

3. Support the delivery of training programmes needed for athletes and for persons involved in the administration of sport in the TCI.

4. Target at international participation: A target of reaching international level competitions will be set in at least five disciplines within the next 10 years. This will mean major investment on the part of the Government in association with the private sector in the athletes, since good performance engenders national pride and is the best incentive for younger athletes to want to participate in competitive sport programmes.
Culture

We have had a struggle in defining and protecting our culture, in managing to be hosts to a wide diversity of people and in assimilation of migrants entering our society. The inculcation of a cultural identity must begin with our children and our youth, and we need to instil patriotism and appreciation of our unique history and culture.

The underlying premise is that cultural confidence is the basis for our becoming competitive, confident and resourceful people, capable of meeting the challenges of this century.

Strategy

Equip and build capacity within the Department of Culture to participate in the development of our country by continuing its work in the retrieval of artefacts and other components of our culture, and to create and host cultural events that will be offered as part of the tourism product:

1. The Department of Culture has already initiated important work in the documentation and retrieval of artefacts and other components of our culture. It will be provided with the resources to continue this effort and to engage in the promotion of increased visibility of cultural symbols and history across all our islands.

   In addition to acting as the repository of any documentation, the Department of Culture will be charged with the task of advocacy and of creating events that would focus the attention of the population and tourists on our history and culture such that there will be inculcated a wider understanding of our roots and traditions.

2. The inclusion of cultural elements into the educational curricula, including training immigrant teachers in aspects of the culture of the TCI as part of an initiation process that prepares them to infuse a sense of nationhood through their teaching.

Institutional Considerations

The wide ranging network of social services can be cross-cutting in so far as they impact on diverse groups and individuals and can create a range of chain reactions across the society. The Departments of Community Development, of Culture and Education are perhaps the core of the social service delivery system. There is need for them to collaborate, and from time to time, engage others in the review of developments in TCI, in the achievement of an improved quality of life for the population.
The fact that the country is committed to the attainment of the MDGs can provide the ambit for inter-agency collaboration on research and analysis. However, on many of the criteria of the MDGs, TCI is well advanced and will need to sets its sights even higher. The collaboration among these agencies and others can be the framework within which TCIG and the civil society organisations can arrive at consensus on the goals to be reached beyond those set in the current plan.

**Critical Success Factors**

- High levels of collaboration among the Departments of Community Development, Education, Health, National Security and Culture on matters relating to the social services;
- The development of indices by DEPS to monitor changes in the quality of life especially in terms of the conditions under which people live, focusing on such areas as housing conditions, unemployment, number of children immunised against preventable diseases, incidence and prevalence of HIV/AIDS and of lifestyle and chronic diseases;
- The performance of students by gender, and retardation rates in the educational system;
- The enrolment of most of the current cohort of students in tertiary or continuing education programmes and the participation of the adult population in post-school education and training; and
- A reduction and maintenance at a low level of the incidence of minor and serious crime in the society.

**Conclusion**

The quality of life that our people enjoy influences their happiness and well-being. From our perspective, the ultimate goal of the TCI is to enable people to live quality lives, that is, lives that are both meaningful and enjoyed. Of interest in this regard are all activities related to health, education and other social services as well. In the short to medium term, improving the quality of lives for the residents of the TCI would lead to improved productivity; in the long term, it translates into a people with a deep sense of purpose and belonging, eager to contribute to the environment and society in which they live.
Section 3G

Protecting Our Environment

Introduction

From its coral reefs, fisheries, beaches, caves, dry forests, and picturesque seascapes and landscapes the TCI represents an astounding and remarkable mix of natural resources all of which have evolved over hundreds of thousands of years. Our more recent history has also added several archaeological and heritage sites and structures to our store of treasures, thus making the TCI truly Beautiful by Nature. With an appreciation of the value of our natural resources comes the realisation that their sustainable management is critical to our continued socio-economic success. This includes the development and implementation of environmental standards and management systems, the reduction of waste loads and pollution, and the protection and enhancement of natural features of national and international importance.

Also looming on the horizon is the issue of Global Climate Change and Sea Level Rise which could seriously erode the recent socio-economic gains unless measures are taken to mitigate the negative impacts that are likely to occur to the environment and economy. Given the high level of accuracy of predicting climate change, it is now deemed as the most critical environmental challenge facing the world today.

Though we are not a major contributor to greenhouse gas emissions, this country is among those that would be disproportionately affected by the impacts of climate change. We recognise the seriousness of this challenge to socio-economic development and, believe this Strategy represents an opportunity for integration of Climate Change Adaptation into our national sustainable development process, to ensure a more secure future against possible negative impacts.

In facing our future therefore, we need to employ strategies that will:

- Accommodate growth and development of the TCI in a sustainable manner;
- Reduce vulnerability of TCIslanders and our visitor population to global climate change, sea level rise and other natural hazards;
- Further protect and enhance the ecological systems and biodiversity of the country;
- Promote proactive responses in addressing environmental challenges and concerns;
- Ensure more efficient management and use of all natural resources, paying particular attention to land use, water resources management and the maintenance of biodiversity;
- Improve the management and disposal of all forms of waste; and
Preserve and, where necessary, restore the country’s heritage resources.

This Section deals with strategies that will be adopted to promote overall environmental management, ensure Prudent Land Use and Management, and address Adaptation to Climate Change and Disaster Risk Reduction.

**Climate Change Adaptation and Disaster Risk Reduction**

**Context**

*Climate Change Adaptation* – Enhanced global warming and climate change is now undeniable as is evident from observed increases in ambient and ocean temperatures, the melting of snow and ice sheets, and the rising global mean sea level. Sea level has risen faster in the last 10 years compared to increases recorded in the last 40 years. The effects of climate change have already been visible with increases in rainfall and air temperatures recorded in the Northern Caribbean. In addition, the increase in intense tropical cyclone activity observed in the North Atlantic since 1970s is reportedly related to increases in sea surface temperatures. All these changes in climate and sea level are expected to continue even if greenhouse gas (GHG) emissions were stabilised. As a low lying country, climate change and sea level rise have serious implications for us in the TCI. A substantial proportion of our housing stock, tourism plant, and infrastructure are located along the coastline, in areas which make them extremely vulnerable. We, therefore, need to develop measures which allow us to adapt our environment and way of life, without compromising our standard of living.

*Disaster Management* – We, like the rest of the Caribbean, are extremely vulnerable to the impact of natural disasters. Our disaster management system, therefore, must be so developed that we are prepared to deal with these extreme episodes. Our current disaster management system is in its early stages when compared to other Caribbean countries and must be strengthened considerably in a relatively short time in order for us to be able to respond adequately to natural and human-made disasters. In addressing people’s risk to disasters in the short term and medium term, we must consider upgrading substandard housing in low-income communities in Providenciales and Grand Turk; the need to increase temporary shelter capacity in Grand Turk and Providenciales, the lack of long-term stay shelter; and the need for greater coordination between the Disaster Management Unit and the private islands.

*Flood Risk Management* – A number of factors have contributed to increase flooding in most of our inhabited islands, including the location of developments in traditional drainage areas, and increase in impermeable and hard surfaces, leading to increasing runoff. At the same time, the provision of drainage infrastructure has not kept pace with development exacerbating an already emerging problem. Therefore, protecting our people and property and better management of flooding risk are vital to our future development and are addressed in this Framework.
Vision

The vulnerability of TCIslanders and visitor population to the effects of climate change and natural and human induced hazards will be reduced to a manageable and acceptable level.

Achieving the Vision

To achieve our Vision, our main objective is to reduce vulnerability of our people and visitors to climate change and natural disaster hazards. More specifically, the key objectives include:

- Identification of policy issues related to climate change impacts and adaptation, including key risks to sectors of the economy – tourism, agriculture, fisheries and marine resources, forestry, biodiversity, settlements, infrastructure, coastal resources, water resources and health;
- Significant reduction in disaster losses, in respect of lives and social, economic and environmental resources of our communities and country.
- Engaging stakeholders and providing relevant information and tools to industry sectors and regions on climate change and disaster management;
- Integration of climate change impacts and adaptation, and disaster risk considerations into national and regional development planning and programmes; and
- Building capacity to implement effective and targeted adaptation strategies.

The following targets have been set to ensure delivery of the Vision:

- Full establishment of the TCI Meteorological and Hydrological Services Unit by 2009;
- Climate change adaptation and disaster risk reduction strategies implemented;
- 80 per cent of total number of motor vehicles on the country’s roads are fuel-efficient;
- Existence of policy/regulatory framework for climate change adaptation and disaster risk reduction framework by 2009;
- Climate change and disaster management public education programmes and workshops implemented; and
- Climate change adaptation and disaster risk reduction institutional capacity strengthened.
Building Awareness of Climate Change

The threats posed by climate change and sea level rise to our people, their welfare and to the development of our economy require the attention of all stakeholders in the development process. This means that our politicians, sectoral leaders, community leaders, business community, as well as our citizens must have a full understanding of enhanced global warming, and the possible effects and implications of climate change and sea level rise on our safety, livelihoods, and future development. However, a stakeholder survey carried out some six years ago, as part of the study on the impact of global climate change on the UK overseas territories, showed that our decision makers do not perceive climate change as a threat and concluded that there was a basic lack of information and understanding about the relevance of future climate change to our lives and livelihoods6. This study further suggests that there may exist a serious knowledge gap at all levels of society which should to be urgently addressed. If we are to succeed, climate change must become the business of everyone.

Strategy

A successful response to climate change requires us to become an informed and responsive country that has integrated climate change issues into our development planning and decision making processes. A major priority is the need to:

1. Sensitise and brief government, the private and non-government/community sectors on climate change and sea level rise and the potential impacts on safety, livelihoods and our economy;
2. Develop a mechanism to keep up to date about climate change issues of relevance to our survival and development; and
3. Fully integrate the climate change issues into our development planning processes.

The Awareness Building Programme therefore calls for:

- Holding sensitisation and awareness workshops for top policy and decision makers in the country at the national and island level;
- Developing and implementing a social marketing campaign geared at increasing awareness and behavioural change;
- Hosting annual Public Climate Change Adaptation and Disaster Risk

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6 C Sear, M Hulme, N Adger and K Brown, 2001. The Impacts of Global Climate Change on the UK Overseas Territories: Technical Report and Stakeholder Survey. Natural Resources Institute, University of Greenwich, Kent and Tyndall Centre for Climate Change Research, University of East Anglia, University Plain, Norwich.
Management Awareness Week with emphasis on information sharing and community participation

Developing and Implementing Climate Change Adaptation Policy and Action Plan

The Intergovernmental Panel on Climate Change (IPCC) notes that even though atmospheric GHG concentrations are stabilised, global warming and sea level rise are likely to continue for centuries, given long term timescales associated with climate processes. This means, despite initiatives by the global community, action will be required for us to adapt to and manage the following possible effects of climate change to the TCI environment:

- Flooding which is likely to increase due to rising sea level, coupled with increased storm surges, and intense rainfall and storm events;
- Increased coastal erosion and salt water intrusion because of sea level rise and storm surges;
- Coral bleaching because of increasing sea temperatures and deterioration of fringing coral reefs which protects the coastal areas;
- Inundation of coastal wetlands, hydrology and the pollution of water resources;
- Impact on marine biodiversity - damage to reefs and coastal wetlands may affect nursery areas for some commercial fish species, while changes in sea temperatures may also affect migratory patterns of some fishes and other marine species;
- Impact on terrestrial biodiversity - changing terrestrial ecosystems and populations due primarily to changing rainfall patterns and rising temperatures. Increased mosquito and other vector infestation due to higher temperatures and humidity which could affect human health; and
- Damage to coastal tourism plants, housing stock, sewerage infrastructure, sea defences, and other coastal infrastructure resulting in economic and financial losses to the economy and negatively affect our livelihoods.

Strategy

Adapting to Climate Change - Addressing climate change impacts on our economy and environment will require a multi-sectoral effort and substantial financial and technical resources. It also requires that we turn our immediate attention to joining the international community in dealing with this problem and for us to take immediate action in developing and implementing to deal with the possible local fallout of climate change. Therefore, we shall:

- Assign responsibility for Climate Change Adaptation within the Office of the Deputy Governor;
- Become signatories to two important international Conventions,
namely the United Nations Framework Convention on Climate Change (UNFCCC), and United Nations Convention to Combat Desertification (UNCCD)

♦ Develop and implement the Climate Change Adaptation Policy and Action Plan; and
♦ Provide technical training for staff members.

Strengthening the National Meteorological and Hydrological Monitoring Framework

The provision of meteorological and hydrological services is a fundamental requirement of modern society in a world where climate change and sea level rise have become a critical development challenge. Access to national meteorological and hydrological data, allows a clearer understanding of local weather and climate and the applications of information to the development and management of various weather, climate and water sensitive sectors/resources.

At present, the Aviation Services, located in Providenciales, are responsible for the collection and management of climatic data, while, on the other hand, no one agency is assigned the responsibility for the collecting and managing hydrological data. There is need for these functions to be the responsibility of a dedicated unit either under the current department or as a separate entity. This unit should develop a sustainable infrastructure which will provide reliable and accurate meteorological and hydrological information and facilitate the dissemination of data for use in local and national decision-making and to feed into the regional and international meteorological and hydrological information networks.

This strategy calls for the establishment and operation of a basic infrastructure which will allow our country to develop a framework for the monitoring of climate variability and change in the TCI and for:

♦ Establishment of TCI Meteorological and Hydrological Services;
♦ Expansion of the meteorological observation stations network;
♦ Building a climate and hydrological database; and
♦ Greater collaboration and communication with regional and international meteorological networks.

Reducing Vulnerability and Risk to Disasters

In recent years we, along with the rest of the global community, witnessed some of the worst disasters in living memory which brought death, destruction, and loss of livelihoods to hundreds of thousands in various parts of the world. The occurrence of
devastating hurricanes in the Caribbean and along the US Gulf Coast has heightened our awareness of the effects of natural and other disasters, to the conditions that make us vulnerable to them. We are also more sensitive to measures (such as improved housing and building construction, establishment of early warning systems) if which could save lives and avoid loss of property. The number and frequency of disasters are on the increase and it is anticipated that the numbers may continue to grow with climate change. We, therefore, must be cognisant that we are vulnerable to disasters and establish an appropriate framework to reduce the level of risk to our people, visitors, and resources.

With this in mind we have taken steps to define and develop our disaster preparedness and management system. The Disaster Management Unit was established within the Office of the Deputy Governor in 2005. Since then, Director of the Unit has been recruited, while Disaster Management Plan and comprehensive legislation have been prepared.

**Strategy**

Further work is needed and our strategy entails a continuation of our efforts to establish an effective disaster risk management system which allows us to reduce risk and to prepare for, respond effectively to, and recover from, disasters. The following actions will be undertaken as part of this continued process to make disaster management part of our development priorities.

- Strengthening the disaster management capacity including the enactment of disaster management legislation, staffing of Disaster Management Unit; training of staff members, and strengthening capacity for community-based response.
- Identification of hazards and assessment of disaster risks leading to the preparation and implementation of hazard mitigation plans – these plans will inform the national and regional planning process;
- Improving national development planning framework for disaster management including having representation on the Physical Planning Inter-Departmental Coordinating Committee;
- Increasing emergency shelter capacity on Grand Turk and Providenciales and elsewhere as required;
- Development of emergency plans for temporary workers and for residents of the private islands;
- Development of early warning systems for various natural and people-made hazards.
Sustainable Land Use and Management

Context

The Physical Planning Ordinance requires the Government to update the land use plan every 10 years. However, given that the last plan was produced more than 10 years ago, there is need for a comprehensive strategy which puts matters that are of strategic importance to our socioeconomic development in a spatial framework and sets policies to guide and shape future physical development. Therefore, the Plan is expected to match development requirements with the spatial scope and limitations of our physical environment, while at the same time, addressing the following issues among others, of relevance to our socio-economic progress:

- Retention of sufficient land under the control of TCIslanders to avoid their displacement and a creeping sense of alienation;
- The allocations of land for housing for TCIslanders;
- The investment in new and improved infrastructure required to ensure sustainable growth of national and island economies;
- Delivery of regional plans which will guide island development;
- Spontaneous and haphazard housing observed in certain areas;
- Inappropriate and unsustainable site development standards;
- The need for an aesthetic code to control the shape and design of the built environment;
- The protection of natural features, such as sand dunes, in heavily developed and trafficked areas; and
- Environmental management in light of rapid economic growth, changing climatic conditions.

Encouraging increased Belonger entrepreneurship means that the TCIG must create a facilitative environment which allows the emergence of a strong TCIslander business sector. A number of factors are required including ensuring that TCIslanders have full access to information which will allow them to make well informed decisions, thus putting them on an equal footing with foreign investors. It also calls for forward planning approach to the allocation and management of Crown Land. In addition, physical planning and development calls for coordinated effort by all relevant State agencies in addressing land use and land management issues.
Vision

We want to respect and use the land the way our past generations did and therefore leave a country where our children and grandchildren will benefit from it as much as we do today. This means that we must manage our land resources and all activities on, above and below it, in a responsible manner. We have no choice: wise use of our land resources is vital to the continued socio-economic success of our people and country.

Our vision therefore is for the utilisation of our land space in a manner which takes the exiguous nature of the resource and the fragility of the ecology into consideration, while taking measures to enhance the quality of our lives in the fulfilment of our social, economic, and cultural goals.

Achieving the Vision

To achieve our Vision, we will focus on the following five objectives:

- Strengthen the policy and regulatory framework for guiding development decisions, development planning and development control at national and island levels;
- Provide a framework for more efficient use and management of land which concentrates on
  - Protecting sensitive natural resources and ecosystems from encroachment by development and other activities;
  - Providing clearer guidelines relating to acceptable land uses, and appropriate building design and layout standards;
  - Improving the layout, design, and condition of urban centres, existing and developing tourism clusters, residential settlements;
  - Conserving buildings and areas of historic significance;
  - Formulating development and design guidelines for all land and building development to guide building setbacks, height, bulk and design of structures;
- Increase awareness of planning and environmental issues;
- Deliver sustainable, healthy, and high quality urban centres and communities; and
- Improve collaboration and cooperation between the relevant agencies.
The following targets have been set to ensure delivery of the Vision:

- Update and Development of the Sustainable Physical Development Plan and Island Plans by 2008;
- Appointment and operationalisation of Inter-Departmental Coordinating Committee by 2008;
- Revision and Update of Physical Planning Ordinance and Physical Planning Regulations by the end of 2008;
- Enforcement arm of the Department of Planning strengthened by 2009;
- Expansion and development of town centres on Providenciales, Grand Turk and North Caicos by the end of 2017;
- Re-development of low income areas by 2017;

Our approach is intended to allocate our land resources among the competing activities in a balanced manner as is possible to meet our long term social and economic goals, based on sound environmental management. We want to ensure the availability of adequate land at strategic locations to accommodate inevitable population growth as well as the supporting social and physical infrastructural facilities. This would require attention to a number of deficiencies that occur in the current institutional arrangements relating to land use planning, development control and enforcement as well as the provision of a comprehensive set of physical plans. Special attention is paid to the development of urban/town centres which are viewed as important ‘people’ areas that are lively, vibrant, viable, and reflect our cultural traditions. There is need also to tackle the issue of poverty and neighbourhood regeneration, and so a number of such areas are identified for redevelopment. Educating the general public to allow for an understanding of the need for wise use of the land resources of the country is also critical to the achievement of sustainable land use.

**Strengthening the Physical Planning System**

Physical planning has an important and vital role in socio-economic development of modern societies. Physical plans and planning decisions can deliver many positive outcomes that help shape future development. For us in the TCI, the rapid rate of population and economic growth has implications for the utilisation of land resources and if not properly planned can lead to irreversible negative environmental impacts. Physical planning is also important in the mitigation of and adaptation to climate change. What then is needed is a physical planning system that:
is flexible and responsive to socio-economic development and supports our environmental objectives in light of the rapid changes witnessed in the TCI in recent years;

is efficient in meeting the needs of developers, in ensuring community and other stakeholder involvement; and

encourages collaboration and cooperation among key Government agencies in the development process.

Strategy

_Institutional Strengthening_ - The following are intended to address the deficiencies in the institutional structure supporting physical planning and help to strengthen the capacity and capability of the relevant agencies to carry out their respective mandates in the interest of proper planning and effective environmental protection.

**Review and Revision of Physical Planning Legislation** – The Physical Planning Ordinance and subsidiary legislation were enacted in 1989. The changes that have taken place in the physical, social, and economic landscape since that time, and the problems that have surfaced with respect to the planning and control regime, indicate the need to review and assess the legislative framework with a view to strengthening the planning and regulatory function of the Department of Planning (DOP).

**Review and Revision of Other Relevant Legislation** – The other pieces of legislation with direct relevance to sustainable land use, viz., the National Parks and National Trust Ordinances and subsidiary legislation are also dated, the former having been enacted since 1975. These will be reviewed and revised as appropriate to mandate the consideration of environmental conservation and protection issues in the planning and regulation of land use, incorporating recommendations made, _inter alia_, in the _Strategy for Action to implement the Environment Charter of the TCI 2003_ and the _Review of existing and potential Ramsar sites in UK Overseas Territories and Crown Dependencies_ prepared in 2005. Particular attention is to be given to those provisions which relate to the utilisation of land in, or within impact range of, legally-designated Protected Areas and other areas which require protection.

**Establishment of a Formal Monitoring and Enforcement Unit** – This project involves the establishment of a unit within the DOP with the appropriate inspection and legal staff dedicated to monitoring approved and unauthorised development to ensure compliance with approved plans or ensure submission of plans for approval, and to pursue enforcement action where necessary. The unit will be housed in the DOP and fall under the supervision of the Director of Planning, and will be charged with the responsibility of enforcing legislation and standards relating to the utilisation of land _viz._, the Physical Planning Ordinance and other Environmental Ordinance.
Establishment and Operation of an Inter-Departmental Coordinating Committee -
A number of the problems that have arisen in the regulatory regime for land use control are linked to the lack of cooperation and collaboration between the relevant agencies. To address this shortcoming a standing committee comprised of representatives of the DOP; the National Trust; the Department of Environment and Coastal Resources (DECR), and the Ministry of Communications, Works and Utilities, and other relevant agencies will be established, and will meet on a monthly basis to review and discuss development proposals submitted for Development Permission or Building Permits, and proposals being considered for Development Agreements before these are finalised and signed. The Island District Commissioners will be a part of the committee for proposals on Salt Cay, South Caicos, Middle Caicos, and North Caicos.

Scholarship and Training Programme - The work of the Department of Planning (DOP) has, until recently, been adversely impacted by inadequate staff resources. While the problem is being addressed by the hiring of foreign contract staff and United Nations Volunteers, a proactive approach to the staffing of this and the other relevant agencies should be adopted to include the provision of adequate scholarship and training opportunities in the relevant disciplines, in particular Physical Planning and Engineering, at overseas institutions which offer courses dealing with the peculiar issues facing Small Island Developing States. On-the-job training opportunities for professional and technical staff of the agencies will also serve to strengthen the human resource capability of the agencies and ensure a pool of persons capable of performing the planning and regulatory functions involved in the sustainable physical development of the country. The main beneficiaries of this training programme should be taken from among the Belonger community.

Development Planning and Policy Formulation - The main component of this project involves the review and update of the 1987 NPDP, and the Island Plans for the six inhabited island units. These will place social, economic, and cultural activities agreed in the NSEDF in the available land space. The plans are to be subject to periodic review and updating - the national plan on an annual basis, the others on a biennial basis. The NPDP will include preparation of regularisation plans for a number of unplanned residential settlements as well as Action Area Plans (AAPs), Historic Area Plans (HAPs), and Special Area Management Plans (SAMPs).

Preparation and Annual Review of 10-year NPDP - The Plan will determine the distribution of social, economic and cultural activities of the people of the TCI within the available land space based upon a review of the NSEDF. All areas of the country will be covered, including the uninhabited islands and cays, and without regard to ownership. Proposals will be made for the development of the TCI over the next 10 years of the next 100 years based upon a Balanced Growth Model designed to achieve a more equitable spread of development among the islands and a greater degree of sectoral balance. The Plan will be based, as well, upon a determination of the most satisfactory balance between development and
environment, distributing land between the competing activities so as to make optimum use of the resources while minimising any significant negative environmental impacts.

The annual reviews are proposed in order for the Plan to be updated, as necessary, to keep pace with the rapid rate of development that can be expected to take place over the period. It is critical, however, that land use activities be controlled to take place in accordance with the approved planning framework and not be allowed to dictate unsustainable revisions of the relevant plans.

Preparation and Biennial Review of Island Development Plans – Land use proposals for the six inhabited islands will be detailed based upon the broader zoning indicated in the NPDP. These plans will make optimum utilisation of the land and other resources of each of the islands as a means of fostering the sustainable development of the country and revitalising blighted areas on all of the islands.

Review, Updating, and Biennial Review of the West Caicos Development Plan – The West Caicos Development Plan, which was prepared in 2003 without the context of a comprehensive national planning exercise, will also be reviewed and updated to ensure the best fit with the NPDP. This will ensure the progress in development of the island based upon a plan with the statutory backing of the Physical Planning Ordinance.

Preparation of Settlement Regularisation Plans (SRPs) – Low-income settlements on Providenciales and Grand Turk are plagued particularly by substandard housing conditions and grossly inadequate levels of infrastructure and services. SRPs are to be formulated to rationalise development and provide, as far as possible, for the efficient layout of roads and drainage infrastructure and the siting of buildings in accordance with acceptable planning and site development standards contained in the plans and the Development Manual. These plans will seek to upgrade the condition of the housing and amenities with minimum disruption of communities.

Preparation of Action Area Plans (AAPs) and Historic Area Plans (HAPs) – Based upon the delineation in the Providenciales and Grand Turk Island Plans of Downtown areas, or Central Business Districts or other administrative centre for each of the islands, AAPs will be prepared appropriately. The AAP for Downtown Providenciales will contain specifications regarding the layout and design of buildings to be located in the area identified for this purpose. The Salt Cay HAP will similarly treat with the protection and conservation of the historic built environment of that island.
AAPs will also be prepared for the main tourism concentrations – existing and proposed – at Grace Bay and Turtle Cove on Providenciales, Pillory Beach on Grand Turk, and Horsestable Beach on North Caicos, to treat with the problems relating to building height, setbacks and other site development standards, the placement of structures in areas vulnerable to coastal hazards.

Review of proposed modifications and extensions to the Protected Areas System (PAS) - The report on the Review and Re-Assessment of the TCI Protected Area System completed in September 2006 for the DECR makes a number of recommendations for reviewing the current PAS, including several boundary changes aimed at achieving a balance between conflicting pressures. These recommendations need to be studied and decisions taken with regard to their acceptability and feasibility, following which an exercise of mapping and outlining of the modified Protected Areas including National Parks, Nature Reserves, Sanctuaries, and Areas of Historic Interest should be undertaken and utilised as an input into the physical planning exercise.

Preparation of Special Area Management Plans (SAMPs) – The Protected Areas and land within direct impact range will be the subject of SAMPs incorporating some of the recommendations of the review and other policy measures designed to protect the sensitive natural or historical resources contained in the areas.

Preparation of Five-year Housing Policy – A significant proportion of our population is living in substandard housing and in unsatisfactory conditions due in part to the chronic shortage of affordable housing. To treat with this problem an up-to-date Housing Policy is required to ensure the provision of an appropriate range, mix, and quantity of housing and support services and infrastructural facilities based upon an accurate assessment of housing supply and demand for housing for all income groups in the permanent population as well as temporary residents over the next five years. This will result in the formulation of a housing policy covering, inter alia, the location of residential areas with easy access to the necessary infrastructure and services and based upon acceptable standards of layout and construction.

Review and Revision of Development Manual – The revised Development Manual will replace the document prepared in 1996, and will contain site development standards to guide the placement and design of all forms of built development, as well as subdivision standards and requirements. Guidelines relating to the preparation of Environmental Impact Assessments (EIAs) and to other environmental issues will also be revised and included in the document. The site development and design standards will be appropriate to the goal of protecting the country’s natural and heritage resources, and for improving urban form and design.
Improving Our Town Centres

During the public consultation process to support the preparation of the NSEDF, many of our people expressed the need for the development of town centres or ‘people areas’ which offer a mixture of activities and amenities for business, shopping, cultural, recreational and leisure. These centres are expected to provide some sense of local identity and character and so help to enhance their attraction and to tell the TCI story to our visitors.

Strategy

Areas identified for creation of three town centres are:

- Downtown, Providenciales - The survey and analysis exercise carried out to date suggests that plans for Providenciales should identify a distinct downtown area appropriate to the function of the island as the main commercial and business centre in the country.
- Cockburn Town, Grand Turk - The Cockburn Town Centre should include the preservation of its cultural and historical flavour by the protection and conservation of the historic buildings and monuments located in the area.
- North Caicos - A distinct town centre needs to be identified to include provision for higher-level government and other services, and appropriate to the general development of the island as a result of ongoing and proposed tourism resort activity and in anticipation of further development activity generated by the causeway link with Middle Caicos.

Redeveloping Our Disadvantaged Neighbourhoods

Some of our neighbourhoods in Providenciales and Grand Turk do not support the high quality of life as experienced elsewhere in our country. Some residents of these communities live in poor housing and overcrowded conditions, with inadequate infrastructure and amenities, and myriad of social problems and issues. The redevelopment of these communities is based on a commitment to the creation of sustainable communities and ensuring a high quality of life to all residing in the TCI.

Though the NPDP will identify the final list of the communities targeted for redevelopment and infrastructural investment, mention is made here of the preliminary list of communities which will be targeted for physical redevelopment and for social intervention. This list includes Five Cays, Blue Hills, The Bight in Providenciales and Kew Town, Overback and West Road in Grand Turk.
Public Education and Awareness on Sustainable Land Use

The public awareness and education programme is intended to be an on-going activity to increase awareness of environmental and planning issues through the education of the public on the value of our natural resources, the impacts that are likely to follow from their degradation, and our role in protecting these resources. This involves the preparation of information leaflets, radio and TV announcements, weekly or monthly press releases pitched at all segments of the population, informing the public on environmental issues and planning requirements and standards.

Environmental Management

Context

Consumption Patterns (Our Choices) – There is evidence that consumption is at least as important to the environment as population size and may prove to be a greater challenge to address, given the prevailing belief that more is better. The impact has been considerable, touching such areas as our eating habits and modes of transportation. Given the rapid depletion of non-renewable resources each country as well as each individual must find ways to consume less and to consume more discriminatingly and efficiently. We must accept that we must play a greater role in reducing wasteful consumption and in leading a more sustainable lifestyle.

Biodiversity – While a large percentage of the country is protected there is insufficient data on species diversity, populations, location and extent of habitat, major threats to different species, etc., and changes which have occurred over time with these resources. As the economy has expanded, there has been increasing pressure for suitable land and there have been instances of degradation of biological resources due to encroachment into protected areas. The placement of many of the country’s tourist infrastructure near or adjacent to national parks, indiscriminate removal of dry forest vegetation and inadequate monitoring and enforcement of existing laws and regulations have become problematic. This is coupled with a general lack of understanding of the roles and functions of many biological resources and ecosystems.

Coastal and Marine Management – There is increasing pressure on the coastal and marine zone by developers in the tourism and construction industries. Some coastal habitat has already been lost to tourist-related and residential activities. Tight monitoring of coastal and marine environment is required given the increasing immigration of workers from countries where fish forms an important component of the diet. In the face of current construction boom, sand mining has emerged as a critical challenge which threatens the sustainability of some beaches. Coastal erosion can become an even greater challenge as more structures are located along the coast. In recent times the health of coral reef systems is threatened by land-based pollution. Because land-based activities have influenced and will have increasing influence on coastal and marine life and habitat, it is
important to establish an effective monitoring and regulatory system in light of changing climate. In addition, the regulation and management of these resources require a collaborative effort among many stakeholders. There is currently no institutional arrangement in place to support such collaboration and coordination.

Tourism Resources – The sustainability of the tourism sector depends heavily on the maintenance of a healthy environment. Therefore, measures must be put in place to ensure environmental health. Given the continued expansion of the tourism industry, it would be important at this juncture for us to determine the carrying capacity of the country to support this industry. In addition, it would also be important to monitor and manage activities of the stay-over tourism sub-sector as well those of the cruise ship industry. Some synergy can be had from the promotion of community co-management of some protected areas and the establishment of Belonger-based ecotourism sub-sector.

Water Resources – TCI can be classified as a water scarce country, in light of our limited freshwater resources. Almost all our potable water needs are met through the desalination of brackish underground water. The supply of water is in the private domain and all homes are expected by law to carry on-lot water storage facilities. Water demand continues to rise with increasing development and so too does the number of private desalination plants. At present, the institutional and regulatory framework for the water management is limited to water supply management, while little is done with respect to water demand management, water supply planning, protection of underground water quality and the monitoring and regulation of desalination.

Energy – In declaring our country Beautiful by Nature, we must extend our definition beyond the natural attributes and protected areas into all aspects of our lives and in the way our Government does business. Achieving energy efficiency and conservation entails a reduction in the amount of energy used (such as electricity and fossil fuels) which can lead to both economic benefits (reduced energy bills) and environmental benefits (reduced waste generated). By pursuing efficiency and conservation, promoting energy saving measures and encouraging the population to make better energy choices, the environmental impacts associated with energy generation and utilisation can be reduced. In order to be more sustainable and to increase security it would be critical to develop energy from renewable sources.

Heritage Resources – There are over 60 prehistoric sites recorded in the TCI, while Grand Turk, Salt Cay, and South Caicos bear testament to the salt industry and East Caicos to the sisal industry. There are also a number of reported shipwrecks in and around the waters. The challenge has been to preserve, manage, and share these assets in such a way that allows required change to occur while maintaining their character, quality, and integrity. In addition, some structures and sites have deteriorated because of neglect and lack of adequate maintenance. Given the important role the National Trust plays in their management, it will be important to strengthen its capacity as well as to introduce community co-management as a viable option for the preservation and use of some of these resources.
Waste – There is the need to rethink the way we look at waste and to reduce the amount of waste we generate. We need to cut back drastically the volume of waste reaching our landfills, through increased reuse, recycling and composting of material. This would require a significant and permanent change in behaviour and a rapid increase in our waste management capacity. At present however, both solid and liquid waste collection and disposal systems are grossly inadequate and have the potential to disrupt both terrestrial and marine ecosystems. The current focus is one of upgrading our waste management facilities on Providenciales and Grand Turk. However, the focus must shift over time towards changing our attitudes and behaviours and to reduced use and recycling.

Vision

Notwithstanding the high quality of our environment, we need to improve our environmental performance if we are to continue to protect effectively our environment and achieve environmental sustainability. Given the important environmental challenges that must be addressed in order for us to achieve sustainable development and given our mandate of making the TCI the Greenest Country in the Caribbean, we must become an environmentally-conscious nation that makes sound environmental choices. It also means that environmental protection and conservation must be the cornerstone of national development. We are indeed mindful that civil commitment to the environment and to our future generations is vital.

Protection and conservation of the environment to ensure the sustainable development of the nation while enhancing the quality of life and wellbeing of TCIslanders. An environmentally-conscious people making sound choices in an effort at promoting environmental health

Achieving Our Vision

To achieve our Vision, we shall focus on the following five objectives.

- Protect and enhance the ecological systems and diversity of the country;
- Strengthen the policy and regulatory framework for environmental management;
- Increase environmental awareness and consciousness to the extent where there is a positive influence on people’s behaviour and commitment to the environment;
- Promote proactive responses in addressing environmental issues and leading by example; and
- Adopt a policy of Zero Waste in respect of waste management.
The following targets have been set to ensure delivery of the Vision:

- Reduce waste levels reaching landfills by 50 per cent;
- Information identified and updated on flora and fauna through biological surveys;
- Protected areas system updated through the identification and redefining of protected areas;
- Overfished and other important marine species protected;
- Monitoring and regulatory system for water management improved by 2010;
- Energy saving devices in partnership with private sector and communities established by 2010;
- Zero biodegradable waste to reach the landfills;

Our strategy is intended to build on our recent efforts at environmental protection and conservation. It comes out of a belief that each one of us must be prepared to think and act responsibly towards the environment. Therefore the strategy facilitates first our understanding the value of ecosystems and the goods and services they provide and then our becoming committed to the environment as individuals, Government, and island communities. It therefore supports the principle of leading by example. The strategy also focuses on strengthening the regulatory system, the protection of our natural and historical heritage, the promotion of integrated water cycle management, and the adoption of a zero waste policy.

Improving Environmental Responsibility and Action

Environmental management is a key determinant of sustainable development. The public sector can no longer be expected to shoulder most if not all the responsibility of ensuring environmental health and quality. All of us must become involved. As a result, environmental management ought to be a major corporate priority. Communities must take greater responsibility for their local natural resources, ecosystems, and historical heritage. Our schools, churches and other local institutions can be key environmental leaders, working within communities to tackle local challenges. Therefore our efforts must go beyond increasing awareness with greater emphasis placed on behavioural change and action.

This strategy draws together activities geared at:

- Increasing awareness and consciousness of island residents to our environment and the critical environmental issues we face here in the TCI and in the world;
Improving environmental and sustainability literacy through the formal education system;

Increasing community environmental action;

Support for the development of more rounded and environmentally conscious young people; and

Improving access to information, advice, and materials on the environment.

Strategy

*Environmental Public Education and Outreach* – This is a long term task meant to increase public awareness and knowledge about environmental issues and challenges. Through this programme, our people will gain a deeper understanding of our environment and how our actions affect its quality. Increasing our knowledge about the ecosystems, their functions, and the services they provide will allow us to make better informed decisions and to encourage us to take personal responsibility and action for their preservation and conservation.

The DECR has conducted some public awareness activities in the past. However, starting in 2008/2009 the financial year, the DECR will expand this activity, starting with the development of an *Environmental Education and Outreach Programme* (EEOP) geared at positively influencing behaviour and attitude and inspiring individual and community action. The Department will partner many stakeholders in the development of this programme which will target various groups including politicians, the business community, community leaders, the school system, island communities, and the general public. The process will begin with a symposium organised for our politicians and other leaders in a bid to sensitise them about national and international environmental challenges that are important to our development process, begin the trans-disciplinary dialogue about the environment and obtain as wide as possible a commitment to integrate environmental conservation and protection into all aspects of our economic and social development.

Though rooted in the DECR, the projects or activities under this Programme should involve and be undertaken by various partners such as the National Trust, the Department of Education, the private sector, and civil society. The Programme will utilise a mix of materials including radio and TV advertisements and programmes and the production audio-visual materials, and the operation of a website. However since the main goal of the EPEO is behavioural change and sustained environmental action, the projects under this Programme will place emphasis on experiential learning and group work. Therefore, it would also be important to develop interactive tools which will form part of the projects – interactive displays and trails, environmental kids’ camps and workshops, toolkits for children and teachers, interactive website, among others. A number of activities are purposed under the Programme:
Establishment of Environmental Education/Awareness Steering Committee;

Conduct of Scoping Exercise and Gap Analysis on the Provision of Environmental Education/Awareness;

Development of National Public Education and Outreach Programme;

Development of Education and Outreach Resources;

Establishment of a TCI Environmental Education and Outreach Internet Portal; and

Annual Review and Update of the EEOP Programme.

**Deepening the Role of Formal Education** – Formal education plays a vital role in increasing environmental awareness and sustainable development among the young, thus affording them the opportunity to form good habits at an early age and to develop the skills to put environmental conservation and protection into practice. Sustainable development and environmental issues, therefore, need to be an integrated part of the education system. Between 2008 and 2009, the Government will therefore revise teaching curricula to improve environmental learning at all levels of school and thus help our students to be better environmental managers. Environmental resources will be developed for both teachers and students and made available online as part of the TCI Environmental Education and Outreach Internet Portal.

Environmental management will be not only a subject in the classroom, but will also include direct experience through working in school-based projects and local community initiatives. The Government will therefore encourage each school to develop its own environmental policy and management plan including the implementation of actions which demonstrate the school’s commitment to environmental protection and conservation. As we move towards becoming an environmentally sustainable society it is important for us to acknowledge the efforts of schools and young people in addressing local environmental challenges and as such the DECR and Department of Education will establish an initiative to recognise and reward individuals/groups and their schools for their accomplishments. This initiative would include the hosting of such events as an annual School Environmental Competition and an annual School Environmental Debate. Information generated in these competitions will also feed into the Environmental Education Internet Portal.

**Community EcoAction** – Community action can form an essential part of our approach to environmental protection and conservation. Research has shown that people can learn and change their behaviour more effectively in groups. Community environmental action is based on the premise that communities have the ability to identify, address, and solve their own environmental problems as well be good stewards in the protection of their local natural resources and environment. The TCI has a strong sense of community and self help which, under the right circumstances, can also be used in the protection of our local
environment. Community EcoAction, therefore, will represent an opportunity for communities and the private sector to work in collaborative partnership with Government to tackle environmental problems, improve environmental quality, and manage natural resources at the local level.

The DECR, the National Trust, the Turks and Caicos Tourism Board, and the Environmental Health Department will work together in developing and implementing the Community EcoAction Programme. The Programme will consist of five main components:

- Provision of Technical Support;
- Adopt-a-Heritage Initiative;
- Development of Community Tools and Resources;
- Strengthening Communities for Action; and
- Establishment of Community Stewardship Grant Programme.

The Programme will be initiated as a pilot with the implementation of two community-based projects (namely Conch Bar Caves on Middle Caicos and Declaration of Salt Cay as a National Heritage Site), where the Government partner (through the provision of technical support and funding) with the communities in the management of local resources and environment. Lessons from these two projects will be used to expand the programme nationwide.

The Adopt-a-Heritage Initiative, which also forms part of the Community EcoAction Programme, is seen as an extension of the Adopt-a-Beach Programme and therefore is to encourage corporate sponsorship and support for improvement, rehabilitation, and sustainable usage of natural resources and historical heritage sites and structures.

**Use of Legal and Fiscal Instruments** - Our thrust towards increasing environmental awareness and action must be coupled with the development and use of fiscal and legal instruments that can deter our citizens from negative environmental behaviours. The Government has embraced the Polluters-Pay-Principle where the perpetrators must pay for the damage they cause to the environment. With this mind, our legislation should carry fines and penalties that are updated to remain relevant over time. As a result, our environmental legislative framework will be reviewed and revised with this in mind and must also include an escalating fee structure if the problem is not corrected on a timely basis, and provision should be made for adjustments for inflation. During the exercise for revision of the tax system, consideration will also be given to the introduction of a subsidy for the purchase of climate friendly motor vehicles and the introduction of a gas guzzler tax.

Given our thrust towards environmental sustainability, it will also be important at this juncture to develop user fee structure where appropriate for entrance into some protected environments.
Making Better Choices (Promoting Sustainable Consumption)

Recent discussions on climate change and other global environmental challenges have brought our current consumption patterns to the forefront. Sustainable development brings with it a consciousness and recognition that we must take a critical look at our lifestyles and make adjustments towards a more sustainable path as we move forward in the future. Our socio-economic development patterns must be such that we live within our ecological limits. Therefore in a world where there is the rapid depletion of critical non-renewable resources, it is important for us humans to consume less and to consume more discriminately and more efficiently.

Our choices and patterns of consumption are heavily influenced by North America and further reinforced by the mass media, and by close and continuing links between residents and relatives in North America. The impact has been considerable, touching such areas as eating habits, what we drive, and the amount of waste we generate. Already obesity and the high incidence of chronic lifestyle diseases are problems which require us to examine our food consumption patterns. We are increasingly challenged to dispose safely of our waste given our limited capacity in this regard. The disposal of household waste including the disposal of white bulky waste and of derelict vehicles is a major challenge. Another is the current consumption of natural resources particularly as it relates to growth of a high-end tourism sector and the cruise ship industry.

Strategy

_Think Sustainable_ - The Think Sustainable campaign will form part of the Environmental Public Education and Outreach Programme. This campaign focuses on the promotion of more sustainable consumption patterns.

Strengthening the Environmental Regulatory and Policy Framework

Preventing environmental degradation and effective environmental management of natural resources are essential if socio-economic development of the TCI is to be sustainable in the long run. The overall objective of this activity is to strengthen the policy and regulatory framework to promote sustainable environmental management and protection.
Strategy

**Environmental Compliance and Enforcement** - The rapid pace of development in the TCI dictates that there be an effective regulatory framework in place to ensure observance of sound environmental management principles. The current planning approval process does allow for the conduct of environmental impact assessment before planning permission is granted. However, given the fragile nature of our environment a separate and more stringent permitting system is required which requires not only environmental clearance for development projects to proceed but also ensures that the environment is taken into account in policies, plans and projects.

Therefore, the Government will draft and enact an Environmental Permitting Legislation which will make it mandatory for the conduct of environmental impact assessments for specific development projects and as well as for conduct of strategic environmental assessment for certain policies and plans. The successful enforcement of this legislation would require a number of parallel activities to take place including:

- Establishment of a multi-disciplinary Environmental Advisory Council and an Appeal Board;
- Establishment of an Environmental Assessment Unit within the DECR;
- Development of Register of EIA Consultants;
- Strengthening the current Environmental Monitoring and Compliance system for terrestrial and marine environments;
- Establishment of the baseline condition of the country’s natural resources and ecosystems;
- Establishment of database of environmental information and data;
- Establishment of Register of EIA Reports; and
- Recruitment and training of human resource.

It would also be critical for Government to update and strengthen the current permitting system for the establishment and operation of desalination plants and sewerage plants.

As a means of strengthening the environmental legislative framework, the Government proposes to revise some of the current legislation and draft others (see Table below):
**For Revision**

Turks and Caicos Islands National Parks Ordinance

**Proposed Legislation**

Concession Legislation to increase access to national parks and to create Belonger eco-business ventures in these areas

Protection of Targeted Species (Environmentally Sensitive Species)

Pollution Prevention and Control

Threatened Species Protection Legislation

Environmental Health Legislation

Waste Management Legislation

Water Resources Management Legislation

Control of Desalination Plants

**Reporting on the State of the Environment** – Reporting on the State of the Environment (SOE) provides an opportunity for society to look at current trends while taking account of environmental strategies which have been employed to either address environmental problems or maintain/improve environmental quality. It also offers the society the chance to measure its environmental performance and critically examine the pressures being placed, through actions or lack thereof, on the various components of the environment. The report will be prepared from a wide range of information sources in collaboration with the agencies with responsibility for various aspects of environmental and natural resources management.

- Drafting and enactment of legislation for mandatory reporting of the SOE Environment;
- Development of a framework for State of Environment Reporting (SOER);
- Reporting and data collection in collaboration with the key stakeholder agencies; and
- Preparation of SOER Report on a biennial basis.

**Operationalisation of the Conservation Fund** – Beginning April 1, 1998, the Conservation Fund was established as a Special Fund under Finance Audit and maintained as a sub-account of the Consolidated Fund. The Fund was established to assist in the sustainable management of the protected areas. The Fund is financed by a one per cent tax on hotel and restaurant revenue, and is collected by Treasury through the normal tax collection system as part of the Accommodation Tax which is the standard 10 per cent charge on every transaction. The initial
distribution policy for the Fund was:

♦ 70 per cent for the Management of Protected Areas;
♦ 20 per cent for Community Conservation Projects, with a
♦ 10 per cent Reserve.

To date, there are US$3.012 Mn in the Fund. The Fund will be restructured such that a significant proportion of funds is dedicated to implementation of community projects that will have a positive and lasting impact on the local environment. The recently conducted review of the PAS recommends that funding of the Conservation Fund from the Accommodation Tax be increased from one per cent to two per cent levy.

Meeting International Obligations – The Endangered Species Protection legislation is being drafted to allow the provisions of CITES to apply in TCI. The Government intends to approve the Convention on Biological Diversity (CBD) and Protocols Concerning the Special Protected Areas and Wildlife (SPAW). Consideration will be given to the following as well:

♦ United Nations Framework Convention on Climate Change (UNFCCC); and

Protecting Our Natural Resources and Biodiversity

Our Islands are an outstanding mix of natural coral reefs, beaches, tidal flats, mangroves, and marshlands which provide a haven for wildlife, as well as the natural base of the tourism and fisheries industries. Our islands provide a home for at least 14 endemic plants and reptiles and an unknown number of invertebrates. There is also a notable range of wetland types some of which are of global importance. Protecting our biodiversity and preventing the destruction of wildlife habitat must not only be seen as a way of safeguarding of our economic development, but also in terms of preserving the legacy we leave for our children.
Strategy

Developing and Implementing Biodiversity Action Plan – Under the United Nations Convention on Bio-Diversity (UNCBD) the Government will be expected to devise a Biodiversity Action Plan which provides a framework for management, protection, and enhancement of our biodiversity. The UK Biodiversity Action Plan also calls for the development of Biodiversity Action Plans for their various Territories which will help to protect internationally important areas of marine and terrestrial biodiversity. While some studies have been conducted on the PAS) and some research work has been done on individual species and habitat, there is no comprehensive description of our biological resources and no detailed plan in place for the protection of the country’s biodiversity resources.

Therefore during the period of this Framework the Government will prepare, coordinate, and implement the TCI Biodiversity Action Plan (BAP) which will provide priorities, targets, and details for action to achieve the following:

♦ Conservation and enhancement, as far as is possible, of a wide variety of species of flora and fauna found in the TCI, particularly those of national and global significance;
♦ Ensuring that the TCI and UK's objectives for wildlife conservation are given full weight in policies for other sectors; and
♦ Ensuring that commercially exploited species are also managed in a sustainable way.

In addition, according to the Turks and Caicos Islands Biodiversity Action Plan (TCIBAP), action plans will be prepared and implemented for key species and habitats.

♦ Preparation of the TCIBAP;
♦ Preparation of Targeted Species Action Plans and Habitat Action Plans; and
♦ Implementation of Plans in accordance with Priorities, Targets, and Actions.

Strengthening of Protected Area System – With 33 declared protected areas, we can boast of having the most extensive in the Caribbean. Our PAS serves many functions; however, it mainly seeks to maintain and enhance the natural quality and integrity of the various ecosystems found around our country.

It also indirectly supports and sustains the very rapid economic growth now being experienced in our country from which we have benefited by managing and maintaining the ecological integrity of the islands’ natural systems, by providing the recreational and leisure space and amenities that contribute to the high quality of life, expectations of residents and visitors alike, and by stewarding the natural
beauty that underpins the attraction of TCI as a holiday destination and encourages many to make long-term investments in property on the islands.

However, there is still a lot of work that must be done if we are to fully establish and manage our protected areas. We therefore have to address a number of issues within the next 10 years. Given that the current rapid rate of development has left fewer “prime” sites for development, attention has shifted to such locations found within our protected areas. Increasingly proposals are being received by Government for ‘non-conforming’ land developments within protected areas. Already there have been some encroachment and official allocations. Therefore there is need to rationalise the current system with a view to rationalising the boundaries and the designation of the protected areas, representing the country’s various ecosystems, among others.

In an effort to rationalise the PAS, the Government in 2006 commissioned a review of the current system. The recommendations of this review to be implemented as part of the Framework include a renaming of the PAS to the Parks and Protected Area System, the development of comprehensive management plans for each protected area, the construction of essential access infrastructure, and the establishment of ranger services to patrol and manage these areas. While management plans will be developed for all protected areas, priority will be given to the development of plans for the following areas which are being threatened by development pressure and for which a definition of “conforming use” is urgently required:

- Pigeon Pond and Frenchman’s Creek Nature Reserve;
- Conch Bar Caves;
- Chalk Sound National Park;
- Princess Alexandra Nature Reserve;
- North West Point Pond Nature Reserve;
- Dick Hill Creek and Bellefield Landing Pond Nature Reserve; and
- South Creek National Park.

During this period, we shall also have to address the fact that there is:

- Limited local knowledge among the public of where are these protected areas and why they are protected;
- A widely-held but misinformed view that all protected areas are “no-go” areas;
- A lack of facilities to encourage public access and use, and, as a result, lack of resources to patrol and manage some of these sites and their use; and
- Pressure from developers to allow them to develop land that appears to be ‘unproductive’.
Biological Surveys – The need for accurate and accessible data on biodiversity in the TCI is indisputable. There is a need to inventory the fauna and flora and assess the conservation status of certain species. This is equally important with respect to terrestrial ecosystems. Therefore, baseline flora and fauna surveys and inventories of the country’s key terrestrial ecosystems are proposed in an effort to fill current data gaps and to inform national planning and decision making processes. Priority will first be given to those protected areas whose integrity is currently being threatened by development.

The DECR will also act as a clearinghouse for the pooling of information on biodiversity as well as other environmental data for the TCI including securing information collected during the conduct of research and scientific studies in the TCI. The necessary databases will be established and where possible made available in a format for public use.

Promoting Integrated Water Cycle Management

Water is used for a variety of purposes including domestic water supply, tourism, irrigation and sustaining ecosystems. Water resources management must balance the needs of all water users. By international standards, we are a water-scarce country and, in the past, this meant that the supply of water was a serious limitation to socio-economic development. While household water catchment systems remain the main source of water on the less populated Caicos Islands, improvements in technologies,
increased operational efficiency, and reductions in cost have led to the extensive use of brackish water desalination as a main water source on Providenciales, Grand Turk and Salt Cay. Although the use of desalination has solved the need for water for socio-economic development, it brings with it other issues which must be addressed under the national water resources management framework.

Water resources management is a management of multifaceted and complex interrelations requiring inputs of industry stakeholders throughout the water sector. Here in the TCI much attention is paid to water supply management and to wastewater management to a much lesser extent. However, in our quest towards sustainable development our focus will be not only on ensuring our water supply remains sustainable but also on the other aspects of water resources management including:

- Water demand management;
- Ecological health and water quality;
- Catchment protection;
- Water conservation;
- Wastewater management; and
- Storm water and flood control.

**Strategy**

We will adopt an *Integrated Water Cycle Management* approach which is an attempt to address water issues in a more holistic and coordinated way by dealing with the biophysical, social, economic, and political processes involved in water management. The key principles of integrated water cycle management include:

- Considering all water sources, including wastewater and storm water;
- Using water sources sustainably;
- Allocating and using water equitably; and
- Integrating water use and natural water processes, including maintaining environmental flows and water quality.

Therefore, the approach focuses on the management of the country’s water resources and the reform of the water sector to:

- Ensure sustainable water use in promoting a productive TCI economy;
- Maximise efficiency and effectiveness of water use and reuse;
- Set goals for water conservation and maintaining water quality;
- Commit to actions for integrated water management based on managing short and long term risks to water resources; and
- Develop appropriate structure for the management of the country’s water resources.
As part of this strategy, the following actions will be undertaken:


**Institutional Framework for Integrated Water Cycle Management** – The Government will establish an appropriate institution which will have main responsibility and decision making for water resources management. The Institution will have responsibility for the:

- Implementation of measures detailed in the IWCM Policy and Action Plan;
- Monitoring and managing all the country’s water resources – ground water, sea water, storm water – and water quality;
- Establishment of an appropriate system for monitoring and regulating the performance of desalination plants and sewage treatment plants;
- Undertaking necessary studies and analysis to determine water budgets, water demand;
- Collection and management of water resources data and information;
- Conservation of water and management of water demands through public education and awareness and building partnerships and relationships with water users and managers; and
- Establishment of a mechanism to communicate with water sector stakeholders.

**Legislative Framework for Sustainable Water Management** – A strong legislative framework is required to ensure water is managed in a manner that is environmentally sustainable. The Government will review and rationalise current legislation and draft new legislation to facilitate the IWCM, including setting restrictions on water use, water conservation measures and the development of water quality standards.

- Development of Policy and Action Plan for IWCM;
- Establishment of an appropriate institutional arrangement and mechanisms for IWCM; and
- Drafting and enactment of appropriate legislative framework.
Securing Our Heritage

Our heritage resources are plentiful and speak of the rich history of our country. They help to define our sense of identity and affirm our historic and cultural inheritance which is shared across the generations. Our heritage resources also convey to our visitors who we are as TCIslanders. Our duty to the present and future generations is to preserve these resources which represent the part of ourselves that is connected to the past.

Currently, there are over 60 prehistoric sites which bear witness to the presence in and inhabitation of our great country. They include remnants of the salt industry (the salinas, ponds, buildings, windmills, etc.) on Grand Turk, Salt Cay, and South Caicos and on West Caicos, to a lesser extent; and the plantation ruins, buildings, and structures which are the hallmark of cotton and sisal production observable on Providenciales, North Caicos, Middle Caicos, and East Caicos. Our heritage faces serious challenges and threats, but there is also cause for great optimism. The National Trust established in 1998 is doing good work in the protection and preservation of some heritage sites and buildings. However, much more work is necessary. There are several instances where public and private built heritage is deteriorating rapidly because the mechanisms by which public interest in the upkeep of these buildings can be exercised is unclear, and insufficient public (and private) resources are allocated to the task of restoration and conservation of built heritage.

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Strategy

Adequate funding mechanisms for the restoration of these assets will be identified as a matter of some urgency. The updated NPDP will provide historic action plans for the protection and conservation of the historic built environment. Mechanism will be devised for collaboration between private built heritage owners and the Government in restoration and preservation of these buildings and structures.

The Government will provide the National Trust with the necessary resources to play a more effective role in heritage preservation and national development. Mechanisms will also be devised which will allow private sector to work along with the Trust in their restoration and preservation efforts. Community-based restoration projects will also be pursued.

During this period, the Trust will complete its work for the development of the National Heritage Register and collaborate with the Department of Culture and Museum on the documentation and communication of the history of our heritage resources. The island of Salt Cay will be declared a Heritage Site of National Importance. The NPDP will inform Government on the measures to be taken in the preservation of its unique historical sites.

The people of South Caicos have expressed the wish to establish an interactive theme Epic Park which is expected to highlight the uniqueness of the TCI experience and be a major tourism attraction. The Epic Park is a significant undertaking requiring the collaboration of many agencies in the TCI including the National Trust, DECR, the Museum, and Tourism Board. Undertaking this project requires further consultation and the feasibility study will be conducted in the medium term.

Promoting Energy Efficiency and Renewable Energy

The Government recognises the need to look at the issue of efficient energy use and energy conservation and to explore the possibility of development of renewable energy sources. The Government will work with energy providers, the business sector, and with communities, in the development of measures to encourage more efficient energy use within the tourism industry and by commercial and domestic users.

Establishing an Integrated Sustainable Waste Management

Waste management is one of the most critical issues in achieving environmental sustainability. The current issues being faced must be addressed with some urgency.
Strategy

**Adopting a Zero Waste Policy** – Land-filling and more so indiscriminate dumping of garbage, carry with them huge economic and ecological risks which can be felt well into the future. As a SIDS, improper waste management carries a huge environmental price in the absence of drastic measures to reduce our waste load. The Government will therefore adopt a zero waste policy with a target of eliminating the entry of biodegradable waste from landfill sites over the next five years. This means that Government must work with private sector partners and communities in coming up with strategies for achieving this target. A programme will be developed to promote and encourage home/community composting.

**Integrated Solid Waste Management System (Implementation of 2006 Waste Management Plan)** – The Framework endorses the implementation of the 2006 Waste Management Plan which calls for the development and upgrading of solid and liquid waste management infrastructure and services in all inhabited islands. The following actions form part of this plan:

- Construction of a sanitary landfill on Grand Turk and Providenciales;
- Provision of all households with proper bins in Grand Turk, North Caicos, and Providenciales, following pilot tests, to be carried out in wealthy areas in Providenciales;
- Construction of transfer/receiving facilities on Grand Turk, North Caicos, Providenciales, and South Caicos;
- Construction of recycling facilities on Grand Turk, North Caicos, Providenciales, and South Caicos;
- Improvement of garbage dumps in Middle Caicos, and Salt Cay in line with the recommendations of the previous study;
- Construction of an incineration plant in Grand Turk, and Providenciales;
- Construction of receiving stations on Grand Turk, North Caicos, Providenciales, and South Caicos, to be used for separately collected waste for export (to be installed together with transfer and recycling facilities);
- Purchase of a collection truck for all islands;
- Collection of problematic waste from households on all islands by a special truck (one truck to be bought for all islands with frequent transfers between the islands);
- Collection of other hazardous waste on all islands by private companies and its transfer to Providenciales;
- Implementation of a take-back system for used oil on all islands;
- Construction of a landfill site for mineral construction waste on all islands; and
♦ Separate collection of waste on all islands to be exported for treatment, e.g. electronic appliances, batteries, lamps, computers, etc.

In keeping with the zero waste policy being advocated, it will be important to include also the establishment of composting facilities as the recycling centres.

**Improving the Legislative Framework for Waste Management** – Integrated waste management requires a strong regulatory framework which defines and classifies waste, clearly assigns responsibility for waste management, defines the roles and functions of each stakeholder agency, and addresses key issues which are important for the effective functioning of the system. Therefore, legislation and new regulations will be prepared for all aspects of waste management. Key issues to be addressed by legislation are:

♦ Definition and classification of waste
♦ Clear description of responsibilities for waste management;
♦ Regulations for hazardous waste;
♦ Regulations on use of landfills, recycling facilities and receiving stations;
♦ Regulations on collection and transportation;
♦ Regulations for take-back systems;
♦ Regulations for cruise ship waste; and
♦ Regulations for littering.

Appropriate penalties and incentives will be developed to encourage proper waste management. The Department of Environmental Health will be strengthened to ensure proper enforcement of this legislation.

**Developing a Waste Information System** – The proper management of waste requires information which can be used for future planning and management requirements and to promote review of the effectiveness of the initiatives undertaken as part of the IWMS. A database will be developed to produce reliable data and management information.

**Critical Success Factors**

There are a number of conditions which are important if the outcomes of the Framework are to be realised, in respect of *Protecting Our Environment*. These include:

☑️ Strong political will and a commitment by the population to do what is necessary to ensure that our natural resources and environment are protected in the way it should.
The management of our environment requires a sustained multi-disciplinary effort and a common vision among all stakeholders as to the important role that our resources play in our development and the need to protect and conserve them. It therefore requires:

- Close collaboration among stakeholder public and private sector and non-government organisations; and
- Decision makers to have a high level of knowledge and information to deal with natural resource management issues.

- An informed population who understand the link between human behaviour and environmental degradation and can exercise influence in the decision making process.

- Additional levels of funding that are required to enable the achievement of targets.

**Conclusion**

Successful efforts to protect, manage, and enhance the environment require a coordinated effort among all the key players including the Government, industry, communities, their groups and individual citizens and an in-depth understanding of the inter-sectoral relationships that could affect management of our natural resources.

Our climate is changing and so must our actions in dealing with the fallout effects that are expected. Our adaptation strategies which are to be started in the short term are geared at addressing the longer term implications of climate change and sea level rise. Our land use practices must also come in line with our approach to sustainable development. While some of strategies focus on improving the standard of living in our low income neighbourhoods and the expansion of our town centres, most focus on improving the regulatory and institutional framework governing land use. Environmental strategies are geared at effecting behavioural change and the factors that affect sustainable natural resource management, especially with respect to our biodiversity resources, water resources, energy resources, historical resources, and waste.
Section 3H

ICT and Infrastructure

Introduction

The rate and scale of development will depend on the capacity of existing infrastructure and the provision of new items of infrastructure to meet current and future needs. Given that infrastructural development has lagged behind economic and social development in the past, one of the tenets of this Framework is the timely and adequate provision and maintenance of a high quality modern physical infrastructure in support of our continued socio-economic success. There are many challenges to infrastructural development but none as critical as its inevitable high cost because of the nature of TCI which could undermine our efforts at development of coherent plans. Government therefore must find ways to mobilise the required funding including forming partnerships with the private sector and through the use of community self help schemes.

Vision

We will have an infrastructure of first world dimensions to support our development thrust to achieve equitable growth among the islands and maintain a high quality of life for all, while adapting to global climate change and maintaining environmental integrity

Achieving the Vision

To achieve our Vision, we will focus on six key objectives:

- Develop an improved and effective infrastructure in all settled islands to support the sustainable socio-economic development of the TCI and accommodate adjustments due to climate variability and change, and sea level rise;
- Develop adequate and decent housing in keeping with population growth and demand;
- Improve the ICT infrastructure in the TCI;
- Ensure effective coordination, planning and service provision by relevant stakeholder agencies;
- Maximise and extend the use of infrastructure through efficient and effective management and maintenance of infrastructure; and
- Encourage public and private investment in infrastructure.
The following targets have been set to ensure delivery of the Vision:

<table>
<thead>
<tr>
<th>Key Components</th>
<th>Objectives</th>
<th>Measurable Targets</th>
</tr>
</thead>
<tbody>
<tr>
<td>Asset Management</td>
<td>Coordinated intra-sectoral project development</td>
<td>♦ Intra-sectoral development projects and baseline data in common location database by Year 3</td>
</tr>
<tr>
<td></td>
<td></td>
<td>♦ New project definitions by Year 3</td>
</tr>
<tr>
<td></td>
<td></td>
<td>♦ System complete in Year 5</td>
</tr>
<tr>
<td></td>
<td>Condition monitoring</td>
<td>♦ 100% by Year 3</td>
</tr>
<tr>
<td></td>
<td>Demand monitoring</td>
<td>♦ 70% by Year 3</td>
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<tr>
<td></td>
<td></td>
<td>♦ 95% by Year 5-7</td>
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<tr>
<td>Transportation</td>
<td>Coordinated inter-sectoral project development</td>
<td>♦ 100% by Year 5-8</td>
</tr>
<tr>
<td></td>
<td>Gateways to TCI</td>
<td>♦ Improve strategic gateways to the TCI by 2010</td>
</tr>
<tr>
<td></td>
<td>Island Connectivity</td>
<td>♦ Year 1</td>
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<tr>
<td></td>
<td></td>
<td>♦ Middle Caicos to North Caicos Causeway by Year 2</td>
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<td></td>
<td></td>
<td>♦ Providenciales to North Caicos Improved Ferry Service by Year 3</td>
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<td></td>
<td></td>
<td>♦ South Caicos to East Caicos Causeway by Year 5</td>
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<tr>
<td></td>
<td></td>
<td>♦ Middle Caicos to East Caicos Causeway by Year 8</td>
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<tr>
<td>Water/Waste Water</td>
<td>Piped potable water supply</td>
<td>♦ 90% by Year 3</td>
</tr>
<tr>
<td></td>
<td></td>
<td>♦ 100% by Year 6</td>
</tr>
<tr>
<td></td>
<td>Centralisation of sewage collection, treatment and disposal in key strategic areas</td>
<td>♦ 50% by Year 6</td>
</tr>
<tr>
<td></td>
<td></td>
<td>♦ 95% by Year 10</td>
</tr>
<tr>
<td>Solid/Hazardous Waste</td>
<td>Solid and liquid waste collection system</td>
<td>♦ 70% by Year 3;</td>
</tr>
<tr>
<td></td>
<td></td>
<td>♦ 95% by Year 6</td>
</tr>
<tr>
<td></td>
<td>Treatment facilities for solid and liquid waste</td>
<td>♦ 60% by Year 3</td>
</tr>
<tr>
<td></td>
<td></td>
<td>♦ 90% by Year 6</td>
</tr>
<tr>
<td>Energy</td>
<td>Adequate power production levels</td>
<td>♦ 100% by Year 3</td>
</tr>
<tr>
<td></td>
<td>Alternative power sources</td>
<td>♦ 25% by Year 10</td>
</tr>
<tr>
<td>Social Infrastructure</td>
<td>Maintain existing inventory of public buildings</td>
<td>♦ 100% by Year 3</td>
</tr>
<tr>
<td></td>
<td>Provide affordable housing</td>
<td>♦ 15,000 units by Year 10</td>
</tr>
<tr>
<td></td>
<td>Improve social infrastructure</td>
<td>♦ 30% by Year 3</td>
</tr>
<tr>
<td></td>
<td></td>
<td>♦ 60% by Year 6</td>
</tr>
<tr>
<td></td>
<td></td>
<td>♦ 100% by Year 10</td>
</tr>
<tr>
<td>ICT</td>
<td>Adequate broadband and wireless services</td>
<td>♦ Broadband services fully upgraded by Year 2</td>
</tr>
<tr>
<td></td>
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<td></td>
</tr>
<tr>
<td>Key Components</td>
<td>Objectives</td>
<td>Measurable Targets</td>
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<tr>
<td></td>
<td></td>
<td>♦ Providenciales and Grand Turk wireless by Year 3</td>
</tr>
<tr>
<td></td>
<td></td>
<td>♦ Rest of TCI wireless by Year 6</td>
</tr>
</tbody>
</table>

The Strategy is based on the belief that the establishment of improved and effective infrastructure can support and lead to preferred development and better outcomes for our people. It also assumes that the provision of some infrastructure will be an impetus or precede development. Our approach therefore seeks the provision and maintenance of a modern infrastructure that is vital if we are to achieve socio-economic goals. It identifies the additional infrastructure and services needed to serve the country as we move forward over the next 10 years. It also addresses the need for integrated systematic process for providing, maintaining, upgrading, and operating physical infrastructure.

**Creating a Wireless TCI**

We recently entered a new era in telecommunications with the liberalisation of the industry to a free-enterprise competitively driven system, regulated by an independent regulatory authority. In short order, mobile telecommunications subscription and use have reached near saturation. However, we need to go even further.

The country has had advances in the provision of broadband services to most inhabited islands and the creation of some hotspots in hotels and other establishments which is provided to a narrow user base. Many strategies detailed in this Framework hinge on the provision of a reliable, high-speed, broadband service. Wireless Internet access throughout the TCI can provide many benefits and ultimately represents an opportunity for investment in our human capital, including our children.

It allows businesses to operate at a higher level of efficiency by having access to large volumes of information in real time and available from any location. It could enhance the visitor experience of tourists. It not only affords them the opportunity to have travel and tourist information available at their fingertips 24/7, but also enables them to sit on Grace Bay and at the same time carry out their business or personal responsibilities. The spatial distribution of the TCI makes the delivery of public services a costly and sometimes inefficient affair, with a high cost incurred by TCIslanders, particularly by those living outside of Providenciales and Grand Turk.

In recent times, the Government has been using information technology and the Internet to transform the way it does business and provides public services. Wireless Internet access will help to deepen and widen this process and influence the way business is conducted in many areas of Government from the provision of security services to the delivery of education. One major area of benefit is the use of teleconferencing for the conduct of meetings and discussions among government agencies on different islands which could reduce travel cost considerably, and improve the use of time of personnel in the medium to long term.
Wireless Internet access will provide an infrastructure that can be far-reaching to our people, allowing greater access to educational, business, employment and other opportunities that may not have been available to some sections of our society.

The Government will seek private sector partners to first determine the most feasible approach to deepening the use of ICTs, and then in implementing an approach, which should involve:

- Provision of next generation DSL services to all the inhabited islands;
- Provision of free wireless Internet access to specified locations and islands in the short term, with country-wide coverage achieved by 2013;
- Development of ICT-supported education system; and
- Institutionalisation of video-conferencing across the public sector, and the established private sector organisations.

### Adopting an Asset Management Approach to Infrastructure Planning and Coordination

The provision of infrastructure is a costly business. Bearing in mind the investment challenge that infrastructure development can pose, the Government and other stakeholders have an interest in protecting their investment and in ensuring that future infrastructure and services meet our development needs. The asset management approach allows managers and decision makers to better understand the maintenance, rehabilitation, and replacement needs, and helps them to make better investment decisions, thus minimising the cost of construction, operation, maintenance, replacement and disposal of infrastructure assets. It also allows for greater coordination of activities, and the facilitation of information sharing among stakeholders, and reduces the potential for duplication.

The objective for establishing an asset management system is to ensure that infrastructure projects, in both the public and private sectors, are coordinated in such a way, that they can be cost-effectively managed and maintained at the best possible condition, consistent with the balanced growth vision, and competing budget demands in the beneficiary sectors, making the most appropriate use of innovative technologies. The most important features of such a system are:

- Common Geographic Information System (GIS)-based location database for all infrastructure, with controlled access by all ministries and utility companies;
- Life cycle sub-sector condition-state historical records;
- Current and updatable valuation records; and
A dynamic “permitting” process for invasive maintenance, repair, rehabilitation, reconstruction, and new construction.

**Strategy**

The Government will work with stakeholders to develop a Coordinated Infrastructure Asset Management System (CIAMS) for the TCI. The System calls for the development and operation of:

- A 4-D GIS-based location database, the framework of which is shown in Figure 9.1.
- A permitting and database updating system, the framework of which is shown in Figure 9.2.
- A condition monitoring system which maintains an annually updated condition database of the identified infrastructure that also preserves the time history of deterioration and maintenance, repair, rehabilitation and reconstruction (MRR&R) interventions.
- A demand monitoring system which maintains an annually updated intensity-of-use database, that records both frequency-of-use (that is, traffic flow) and traffic loads, which affect wear-and-tear on the various infrastructural elements, these being the major determinants of condition level deterioration and environmental impacts being “equal”.

A Professional Development Programme will also be implemented in 2009 to 2010, which will allow for the development of a cadre of well-educated and well-trained professionals and technicians who will sustain the continuing development of a world class asset infrastructure management system.
Idealised Infrastructure Permitting and Database Updating Process
The figure below conceptualises an integrated system being suggested for infrastructure coordination. This “structure” recognises the absolute necessity for a common location database for all infrastructure. It is also important that the system be developed in such a manner that recognises that the ultimate accountability is to us, the people of the TCI.

This 4-D GIS-based common location database for all infrastructure forms the centrepiece of the system and is seen as a critical enabler of social and economic development. It recognises that some critical infrastructure supporting socio-economic development is under private sector control, e.g. utilities. This database would facilitate the effective coordination and permitting of infrastructure projects, be they MRR&R, upgrading or new construction. However, the establishment of this database will require institutional change, and perhaps, even legislative reform.

The conceptual infrastructure permitting process (as seen in Figure above), suggests that updating the database must be done every time an action is taken. The figure suggests that all requests for action, regardless of origin, must be sent to the same “address”, and that the permitting process begins with a “query” of the database, to include current condition states of all other affected infrastructure, particularly road surface and road reserve, and all utilities using the road reserve. The figure also suggests that the “requestor” be held responsible and accountable for coordinating all other “property” owners and meeting the coordinating requirements for receiving a permit, and upon
completion, for filing the appropriate records to the permitting office for updating the database.

**Strategy**

The CIAMS will incorporate and build upon the asset management database, currently being developed by the Department of Engineering Management Services (DEMS). At the same time, the Government will strengthen the DEMS and introduce legislation that ensures that any infrastructure undertaking must be subjected to a permitting process that checks the consequences and impacts on all other infrastructure, both operational and planned.

In the long term (in 2011 to 2014), the CIAMS will evolve as a sub-system of a similar, but more extensive management system that incorporates all development sectors to be known as the National Policy Formulation Database.

**Improving Our Transport Infrastructure**

This Strategy uses the 2006 Transport Policy as its base document and sets out actions that are expected to provide a safe, efficient, and reliable inter-modal connectivity between nodes of social and economic activity, both within and between islands and with the rest of the world. As a result Government’s objectives for transport are to:

- Support and accommodate general transport demands and further growth of the tourism sector;
- Spread development and the benefits of economic growth to the less developed islands;
- Reduce the cost of public administration and avoid duplicating services and infrastructure; and
- Minimise the environmental impact of transport systems by establishing operation standards.

The future transport system for the TCI will have greater choices for internal travel, ease of international air travel, and provide an improved road network which allows TCIslanders and visitors greater access within each island and among the less populated Caicos Islands. It is anticipated that the inter-island road system earmarked for the Caicos Islands will be the catalyst for increased economic and population growth and is likely to change significantly the land use patterns of these islands. Therefore, the development of these islands will be monitored and carefully managed.

The DEMS will play the major role in developing and managing the country’s transport system, along with other institutions and island stakeholders. The Department will form strategic partnerships with private investors in the development of infrastructure and to ensure that construction occurs in accordance with the regulatory framework of the
country. Organisation structures will be augmented and systems put in place to improve the administration and management of port and airport facilities.

Roads

**Strategy**

**Road Master Planning** – An immediate priority for the DEMS in the 2008/2009 financial year will be the development of a Roads Master Plan which will form the basis for future road development and will provide a list of and scheduling on the construction of new roads, and the rehabilitation, and routine maintenance of existing roads. The selection of these roads for construction, improvement and rehabilitation would be based on Government’s key criteria of environment, economic equity, safety, accessibility, and integration. The objective of road master planning is timely expansion of capacity on existing alignments, and construction of new alignments with stage-construction expansion for future capacity needs. Ideally, the perfect plan would not only bring that capacity on line at the precise time it is needed, but would also include traffic operational and control plans that would minimise the demand for the physical facilities.

Road master planning will begin with a spatial definition of the existing infrastructure and all physical manifestations of socio-economic activity, which will be embedded in the 4-D GIS Common Infrastructure Location Database (CILD). Traffic on the road network, plus origin-destination data collected on the road links and at the trip ends, will facilitate the construction of a base network traffic model, which will then be subject to continuing analysis of its ability to facilitate future movements and signal the need for future capacity enhancements. The network model will be updated – recalibrated or truth-adjusted – annually, and with a three-year look-ahead, based on updated information in the common infrastructure location database, and the National Policy Formulation Database. The target date for the development of the base network model is Year Four. Because the road network model, which will constitute the basis for master planning, is a connectivity model, with major nodes representing inter modal transshipments of people and goods, it would also serve as a surrogate model for airport and port master plans, in terms of capacity and inter modal impedances.

**Constructing the Caicos Spine Link** – The construction of the Spine Link to connect the Caicos Islands has been in the pipeline since the 1960s and continues to be relevant to our future development. It is one of the projects that will shape development in the rest of this century. In recent times, two long-term options have been considered; firstly the establishment of a road from Providenciales to North Caicos, and secondly the construction of a road from North Caicos to South Caicos. The North Caicos to Middle Caicos link is seen as the immediate priority and funds have already been allocated to the construction of this section of the link which should be completed in Year 2.
The Middle Caicos to South Caicos sections of the Spine Link are seen as having secondary priority at this time. However, given the proposal for the development of East Caicos as the Green Island, and the environmental sensitivity of the islands, a technical feasibility study and an environmental impact assessment must be conducted on the proposed construction of the links from South Caicos to Middle Caicos by the third year. Once proven feasible, the construction of the South Caicos to East Caicos section should commence by Year 5, and the East Caicos to Middle Caicos link in Year 7; its completion would signify the end of a long journey towards the development of overland linkage of the Caicos Islands.

**Improving the Road Network** – There are some 220 miles of road in the TCI of which more than 50 per cent is in poor to very poor condition, with most of these roads in the less developed islands. Most roads in Providenciales and Grand Turk are in relatively good condition, while the opposite is true in the less populated islands (see Table 9.1). On the other hand, about 54 per cent of all roads are not surfaced (marl), with Providenciales accounting for about the same percentage of that total. Recognising our current thrust of ensuring greater economic growth and stimulating economic activities in all the islands there is need to place greater emphasis on road improvement and rehabilitation on islands/in areas that are targeted for future socio-economic development.

The Government, therefore, will embark on a Programme of Road Rehabilitation and Improvement such that certain main and access roadways in all the islands, which are deemed strategic to facilitate the transport of people, goods and services and to support economic development, will be targeted. The Strategic Road Rehabilitation and Improvement Programme which will begin 2009/2010 financial year will be informed by the Roads Master Plan. Some roads carded for upgrade and rehabilitation in the short term include South Dock Road (Providenciales); Belmont to Toby Rock (North Caicos); and the road from ferry crossing to Lorimers (Middle Caicos).

**Roads Preventive Maintenance** – Given the increased economic development proposed for each inhabited island, the amount of travel and the demands on our road networks are likely to increase substantially. This increased road use is likely to increase the wear and tear on our roads and damage to roads. Nonetheless, the TCI public and visitor population will expect a safe, smooth, and well-maintained road network and so it is important for the DEMS to keep apace with this anticipated increased road use and to develop cost-effective ways of extending the useful life of the road network. Recognising that current allocations for road maintenance are insufficient and such under-investments can lead to additional costs when maintenance is postponed, the Government will establish a Roads Preventive Maintenance Programme which will depart from the traditional approaches which focus on reactive maintenance and reconstruction. This preventive maintenance programme when developed and implemented is expected to retard deterioration, maintain functional condition and extend the service life of roads and will consist of:
Conduct of annual inspection of all roads for type, severity and extent of surface distress, as well as shoulder and drainage defects;

Application of preventive maintenance treatment on pavement surfaces before distresses reaches medium severity levels;

Routine grading of shoulders, where applicable, and clear drainage structures

Routine maintenance of camber on existing marl surfaced roads;

Systematic construction of appropriate drainage structures, where needed; and

Regardless of surface types, maintenance of all main roads at condition levels of 2 or better (Class 2 or less), and all other – minor and secondary – roads at condition levels of 3 or better (Class 3 or less).

These actions will be coordinated by an annual cyclic flow chart of activities (see Figure below) and once fully implemented, its effectiveness will be measured by the degree to which quantitative condition level targets for each class of roads are met. These targets, against which performance will be measured, will be guided by internationally accepted systems of network sufficiency, based on condition level and percentages as follows:

- Main Roads – 95 per cent or better, Class 2 or less; five per cent or less, more than Class 2.
- Minor and Secondary Roads – 95 per cent or better, Class 3 or less; five per cent or less, more than Class 3.

**Airports and Aviation**

**Strategy**

*Airport Master Planning* – Airport master planning will be done and coordinated under the umbrella of the transport network connectivity model. Airports are special nodes – Major Inter-modal Activity Centre Circulation (MIACC) facilities – that impact road network flows, even as they are themselves impacted by the network. The road network will be deployed to examine the push-pull effects of the combination of airside and landside capacity planning and development. Airport master planning will begin immediately with modelling its role in the road connectivity model, and will be a continuing element of the transportation master planning activity. As the main gateway to our country a plan for the Providenciales International Airport will form an integral part of this Airport Master Plan which will address all relevant issues and provide information on the phased development of the airport to meet forecast demand.
Redeveloping Our Airports – The Providenciales International Airport is the main international gateway into the TCI and a key node in the domestic transportation network. Given the importance of tourism, this airport is therefore pivotal to national growth and prosperity. It has grown dramatically over the last decade and is in urgent need of upgrading and expansion to meet current and future demand. There are short term plans for resurfacing and extension of the runway and for extending the car park facilities. Construction of a parallel taxiway is also underway. Grand Turk International Airport is the second most important airport, but with only a small number of international flights, compared with Providenciales. The North Caicos, South Caicos, Middle Caicos, and Salt Cay airports though they handle a limited number of internal flights per day are important internal transportation links. Plans have already been made for upgrading their facilities and are included as part of this Framework. Further upgrades to our airports will be informed by the Airport Master Plan.

Airside Facilities – The Providenciales and Grand Turk facilities are surfaced with premixed asphalt concrete, and are in good condition, but there is need to upgrade the Providenciales facilities by lengthening the runway to accommodate long range aircraft from Europe, and by building a parallel taxiway for capacity expansion by Year Three. With respect to the Caicos Islands and Salt Cay airports, the very poor condition of the Salt Cay taxiway will be remedied with a slurry seal resurfacing by Year Two. The North and South Caicos runways and taxiway surfaces are in poor condition, as are the North Caicos and South Caicos aprons, and will also be remedied with a slurry seal resurfacing. The North Caicos runway is currently being upgraded and should be completed in this financial year (2007/2008) while the South Caicos airport is expected to be upgraded by 2008/09.

Airside appurtenances such as emergency power, fire and rescue, instrumentation, security equipment, beacons, apron/taxi markings and lights, runway markings and lights, windsocks and control towers, will be given priority for installation and maintenance for Providenciales and Grand Turk.

Landside Facilities – With the exception of Providenciales and Grand Turk, landside facilities are minimal. Providenciales, the busier of the two functional international airports, is chronically overcrowded with domestic and international arrivals and departures. The seating capacities of the domestic and international departure lounges are 26 and 280, respectively, with daily passenger throughput of about 200 and 500. With projections of increasing tourist arrivals beyond the time horizon of the plan, both terminal and parking facilities will be expanded and upgraded to internationally accepted standards by 2011/12 financial year. Reconstruction of the South Caicos Airport Terminal has been on the books for a long time, and will be completed in Year Three (2010/2011).
<table>
<thead>
<tr>
<th>April</th>
<th>MAY</th>
<th>JUNE</th>
<th>JULY</th>
<th>AUG</th>
<th>SEPT</th>
<th>OCT</th>
<th>NOV</th>
<th>DEC</th>
<th>JAN</th>
<th>FEB</th>
<th>MARCH</th>
</tr>
</thead>
</table>

**Road Surface Performance Annual Work Schedule**

**DEPS** – Department of Economic Planning and Statistics;

**MFHNI** – Ministry of Finance, Health and National Insurance

**RSMS** – Road Surface Management System;

**NOS** – Network Optimisation System;

**PPC** – Priority Programme Committee

**COMPILe PAVEMENT HISTORIES**

- Roughness Survey
- *Distress Survey (DS)*
- RSMS D/base
- Run NOS Programme
- 2nd Meeting w/Island Committees
- Programme to PPC
- DEPS Review
- MFHNI Review
- MFHNI Approves Programme

1st Meeting w/Island Committees

Draft Programme

DS Results
Ports and Shipping

Strategy

*Port Master Planning* – As for airports, port master planning will be done and coordinated under the umbrella of the transport network connectivity model, and will be done concurrently with road and airport master planning exercises. The Port Master Plan will serve the long term planning needs in light of the dynamic nature of the economy.

*Redeveloping Our Ports* – Our ports are critical, and their efficiency and effectiveness vital, be it for food imports and exports, household appliances and machinery, or building materials and fuel. The ports of Providenciales and Grand Turk account for 85 per cent and 15 per cent, respectively, of commercial imports into TCI. As such, the Government will move aggressively to maximise port efficiencies through such infrastructure activities as maintaining sufficient dredge depth, alongside adequate sized berths and other landside facilities, for both Lift-On-Lift-Off (LOLO) and Roll-on-Roll-off (RORO) operations, as well as beach landings. While both main ports need to be upgraded, the reconstruction, expansion and dredging of the Providenciales South Dock is the number one priority. Because of the importance of the Salt Cay port to the livelihood and connectivity of residents on the island the upgrade of this facility should also be given a high priority.

Just as important, however, are ports that function as vital inter-modal nodes in inter-island connectivity. Of particular importance, are the ports (nodes) that connect the roads between Grand Turk and Salt Cay, and those that connect the roads between Providenciales and North Caicos. Of potential importance are the nodes that will connect the roads of Grand Turk and South Caicos, as the growth in population and the economy create a demand for greater socio-economic interaction that would be facilitated by the completion of the Spine Link.

*Shipping* – Shipping, the material and goods movement counterpart of passenger transport will increase dramatically with socio-economic development, spurring a demand for combined ferrying of people and goods.
**Establishment of Ports Authority** – The TCI Ports Authority will be established under the Ports Authority Ordinance and as a statutory agency, under the purview of the Ministry of Communications, Works, Utilities, Housing, and Agriculture. The Authority, which will oversee the operations of all ports in the TCI, will act as a regulator and facilitator in a manner which will allow our ports to become prime facilities that continually provide quality facilities and services for the benefit of port users. Its main base of operation will be the Providenciales South Dock Port. The 2006 Transport Policy proposes that its director should be supported by deputy directors for engineering, operations and finance, and by professional harbour masters at Providenciales, Grand Turk and possibly at North Caicos.

**Addressing Our Housing Needs**

This strategy is designed to provide an integrated approach to housing provision, thereby targeting current and future housing needs, affording Belongers the opportunity to own decent housing, while at the same time ensuring the availability of quality rental accommodation to all that need such accommodation, and the better use of Crown Lands in meeting such housing needs. There are important linkages between those strategies provided here and elsewhere in the plan which are meant to establish sustainable island communities.

The Housing and Construction Committee, estimates that there could not have been more than 245 accommodation units added to the stock of housing over the last six years. This is far short of the number required to upgrade substandard units and to provide for new units.

**Strategy**

**Projecting Housing Needs** – The projected increase in population is based on a projected average household size of 2.1, combined with the population and labour policies, which will be so crafted as to maintain the population levels at about 60,000, towards the end of the plan period. Given that a large proportion of the population will necessarily be skilled immigrant workers, who are likely to be on temporary work permits and may not bring their families along with them, much of the housing can be expected to be rental properties, owned by Belongers. We also estimate that 25 per cent of the current housing stock will need to be upgraded and retrofitted to meet building code standards in the face of global climate change, sea rise and natural disasters.

These estimates suggest that some 15,000 additional housing units will be required over the next 10 years, with an average of 2,500 new housing units required annually over the next three years and an average 1,000 new housing units annually thereafter.

Because of the existing shortage of housing, the influx of workers that has occurred in the most recent past has had to be accommodated in cramped conditions, especially in
situations where the occupational level of workers are at the lowest end of the labour market. Poor housing conditions pose a threat to the upmarket tourism image of the country.

<table>
<thead>
<tr>
<th>Category</th>
<th>Total Housing Needs</th>
</tr>
</thead>
<tbody>
<tr>
<td>Belongers</td>
<td>7,000</td>
</tr>
<tr>
<td>Others</td>
<td>15,250</td>
</tr>
<tr>
<td>Total</td>
<td>22,250</td>
</tr>
</tbody>
</table>

The demand for housing remains highest on Providenciales where some 3,500 additional housing units will be required by 2017/18. This is followed by Grand Turk and North Caicos where 3,000 units will be needed on each island. These estimates are based on assumptions about carrying capacities for each island, given available land as well as approved hotel and resort developments.

<table>
<thead>
<tr>
<th>Island</th>
<th>Existing Housing Units</th>
<th>Additional Housing Units Required by 2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Grand Turk</td>
<td>1,309</td>
<td>3,000</td>
</tr>
<tr>
<td>Salt Cay</td>
<td>48</td>
<td>500</td>
</tr>
<tr>
<td>South Caicos</td>
<td>377</td>
<td>2,000</td>
</tr>
<tr>
<td>Middle Caicos</td>
<td>107</td>
<td>2,000</td>
</tr>
<tr>
<td>North Caicos</td>
<td>444</td>
<td>3,000</td>
</tr>
<tr>
<td>Providenciales</td>
<td>4,970</td>
<td>3,500</td>
</tr>
<tr>
<td>West Caicos</td>
<td>0</td>
<td>1,000</td>
</tr>
<tr>
<td>Total</td>
<td>7,255</td>
<td>15,000</td>
</tr>
</tbody>
</table>

*Source: Population and Housing Census, 2001*

**Meeting the Unmet Housing Need** – There is a backlog demand for housing of units, most of which are required on Providenciales. The situation is particularly acute with respect to the provision of accommodation for immigrant workers. Therefore, the unmet housing needs on Providenciales are an immediate priority which must be addressed in the proposed Housing Policy (see Section 3G).

**Providing Affordable Housing to TCI Islanders** – The Government is committed to the provision of affordable housing to TCIslanders and so in the recent past has:

- Distributed quarter acre plots to Belongers for the construction of a home;
- Operated the Special Mortgage Programme through TCInvest, initially piloted on Grand Turk and expanded further to the other islands;
- Operated the Shelter Development Programme on Grand Turk and Providenciales; and
- Facilitated private sector housing initiatives such as ‘Quality Homes for All,’ ‘Flamingo Crossing’ and ‘Rainbow Estates.’

More recently the Government established a Programme to provide a complete solution
for home buyers from financing through development and turnkey construction. The programme will include:

- A quarter-acre of land sale from the Government to the home purchaser at very affordable prices;
- A concession from customs duties, and waiver of the fees;
- The buyer will purchase a fully constructed, top quality home with modern amenities and furniture at a fixed price; and
- There is up to 95 per cent financing available for the purchase of the land and home including furniture.

The Government, through a mix of initiatives, will continue to expand these initiatives with a view to increasing affordable housing supply to TCIslanders.

**Making Better Use of Existing Housing Stock** – It is equally important to focus on existing housing stock as it is to point of departure in the provision of new housing. In some of the older communities, poor quality housing should be replaced or upgraded. Improving the condition of such housing is not only important for improved resource efficiency but also increases housing safety against hurricanes and earthquakes. The Department of Housing will keep a register of empty homes and encourage owners to bring property back into use. This will be become an important strategy as development is initiated on the lesser populated islands. Funding will be made available to owners to bring substandard property to modern habitable standards.

**Upgrading Rental Housing Stock** – There is a considerable number of properties in need of upgrading and renovation, particularly in older neighbourhoods on Providenciales and Grand Turk. Rental housing standards will be developed and enforcement measures carried out to the acceptable quality.

**Upgrading Housing Department** – The Housing Department was duly established in 2001 and staffed with the recommended core of three officers – a director, technician and a secretary. Given its current and future mandate, it will be important to increase the staff complement of the Department and to provide them with the necessary resources.

**Water/Wastewater**

**Water**

The TCIG is committed to water supply being essentially a private sector enterprise, led by the example of Provo Water on Providenciales. The first stages of this private sector expansion will begin on Grand Turk (Year 2008/09), and on South Caicos and Salt Cay (Year 11/12). TCIG’s transitional role from supplier to regulator will expand in parallel with this development, through the
Ministry of Communications, Works, Utilities, Housing and Agriculture (MCWUHA), through its Department of Water Undertaking (DWU). Water supply on North and Middle Caicos will continue to be the line responsibility of the DWU. An immediate priority is the upgrading of Reverse Osmosis production capacity in Grand Turk to 450,000 gallon per day. Along with these priorities is another which involves the expansion of the water mains network of the various islands to keep pace with physical development and the consequent increase in demand. The Government is also committed to finding ways to reduce the loss of water from the distribution system (Reducing Unaccounted for Water - UFW).

Committing to the principles of Integrated Water Cycle Management implies that Government will need to strengthen its institutional capacity as it moves from being a supplier to regulator. Section 3G details the roles and functions of this new department.

**Wastewater**

The TCIG is committed to the centralisation of sewage collection, treatment and disposal in certain strategic locations, as called for in TCI’s Environmental Charter, and will authorise the commencement of a wastewater implementation plan, which will utilise, as a point of departure, the series of septage documents prepared by Water and Earth Sciences Associates Ltd. (WESA) between 2002 and 2006. These documents contain estimates of current and future volumes of septage, basic design criteria and conceptual designs, with associated capital construction costs, for a site-built integrated concrete treatment plant for Providenciales, and containerised and modular treatment plant options for Grand Turk. The proposed design parameters for the Providenciales and Grand Turk plants have been developed and suggested as being sufficient to meet demands through 2025. Preparation and adoption of the plan is targeted for Year 3.

**Developing an Integrated Waste Management System and Supporting Infrastructure**

**Waste**

The Framework endorses the 2006 Integrated Waste Management Plan whose interventions are geared at reducing a number of the problems currently being experienced in the sector, including the establishment of landfills on Providenciales and Grand Turk and the development and establishment of systems for the collection, disposal and treatment of bulk and hospital waste.

*A Feasibility Study and Detailed Design for a Revised Solid Waste Management Project* was completed in 2006. This study provides a useful roadmap for project development, with specific technical measures recommended for each island. These measures include landfill construction, provision to households of proper refuse bins, construction of transfer/receiving and recycling facilities, improvement of dumps, and purchase of collection trucks.
It can be noted that the solid waste stream is dominated by household waste followed by commercial waste. The TCIG will therefore give priority to those recommendations in the study that directly address these two sources of waste, and has authorised the commencement of the implementation in the current fiscal year.

Non-Hazardous Solid Waste Projection

Hazardous Waste

The Feasibility Study, noting the present and projected production of hazardous waste, also recommended specific technical measures for each island, namely:

- Separation of household and commercially generated hazardous wastes;
- Installation of incinerators on Providenciales and Grand Turk;
- Installation of receiving stations for exportable wastes on Providenciales, Grand Turk, North Caicos and South Caicos;
- Collection of household generated hazardous waste by special truck, for transfer to Providenciales and Grand Turk;
- Implementation of a take back system for used oil;
- Construction of a landfill for mineral construction waste; and
- Separate collection of waste to be exported for treatment, such as, electronic appliances, batteries, lamps, computers, etc., often referred to as problematic household and commercial wastes.

The TCIG has authorised the development of an implementation plan, using the above recommendations as a point of departure, said plan development to commence before the end of the fiscal year 2008-2009, and to be completed no later than the end of the fiscal year 2009-2010.
Hazardous Waste Projections by Source for All Islands in the TCI

Promoting Green Electricity and Energy Use Efficiency

The role of the Government in this sector is one of setting policy direction for the industry. The Government will work with stakeholder companies in ensuring that energy generation production, transmission and distribution capacity meet the needs of our growing population in the short to long term.

The greatest challenge faced in the electricity industry is expected growth in demand. However, power generation capacity appears to be sufficient to supply the projected needs of the Providenciales and the Caicos Islands over the review period. The onset of the spine link between North Caicos and Middle Caicos and the proposed anchor projects on these islands could trigger a surge in socio-economic activity on both islands, necessitating an upgrade in the transmission capacity of the undersea cable from Providenciales. This must be factored in the planning process.

In contrast, there is some indication that power production capacity for Grand Turk and Salt Cay may need to be reviewed for possible expansion, given the developments proposed for Grand Turk, but particularly Salt Cay, with its prospects for a major hotel development. This review will commence in the current fiscal year with a completion date not later than the end of the fiscal year 2009 to 2010.

Given our sustainable development thrust the Government will support the use of viable alternative energy sources where appropriate, particularly on the Family Islands where eco-tourism is a viable choice. Priority will be given to solar and wind energy generation technologies and where appropriate the Government will investigate and
encourage private sector investments which encourage the use of solar heaters and other alternative energy devices and sources, particularly on Middle Caicos and East Caicos.

Recognising the need to de-link energy consumption from population growth and economic growth and the fact that residential users and the Government are the largest per capita energy consumers of electricity, programmes will be established geared to reducing energy use.

Expanding the Provision of Social Infrastructure

Sustainable development depends on the effective delivery of social infrastructure. Given the anticipated growth in population over the coming years, there will be need for increased investment in social infrastructure. The Government will give priority to

- Assessment, identification and planning for social infrastructure needs in growth areas in advance of development;
- Ensuring all development initiatives, existing or future, make adequate provision for essential social infrastructure;
- Coordination or harmonisation of planning and delivery of social infrastructure and services;
- The special needs of cohorts for social infrastructure – for example, persons with disabilities, and the aging Belonger population will have special requirements; and
- Promotion and encouraging non-government and private sector investment in the delivery of social infrastructure.

Priority will be given to the following in the short to medium term:

<table>
<thead>
<tr>
<th>Sector</th>
<th>Infrastructure Requirements in Short to Medium Term</th>
</tr>
</thead>
<tbody>
<tr>
<td>ICT</td>
<td>Next generation broadband infrastructure on all islands</td>
</tr>
<tr>
<td></td>
<td>Wireless Infrastructure on Providenciales, Grand Turk and North Caicos in the first instance</td>
</tr>
<tr>
<td>Health</td>
<td>Construction of a tertiary health care facilities (hospitals), Grand Turk and Providenciales</td>
</tr>
<tr>
<td></td>
<td>Construction of a bigger and improved health clinic, South Caicos</td>
</tr>
<tr>
<td></td>
<td>Construction of health centre, Middle Caicos</td>
</tr>
<tr>
<td>Education</td>
<td>Construction of technical vocational school and facilities, Providenciales</td>
</tr>
<tr>
<td></td>
<td>Provision and expansion of School Libraries which will also serve as community libraries</td>
</tr>
<tr>
<td>Sector</td>
<td>Infrastructure Requirements in Short to Medium Term</td>
</tr>
<tr>
<td>-------------------------------</td>
<td>--------------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td></td>
<td>Construction of two schools (primary and secondary), Providenciases</td>
</tr>
<tr>
<td></td>
<td>Equip each school with e-learning facilities, dedicated room(s), hardware, software</td>
</tr>
<tr>
<td>Community Development</td>
<td>Expansion of existing facilities on Providenciales, North Caicos</td>
</tr>
<tr>
<td></td>
<td>Multi-purpose community centre and facilities in Five Cays, Providenciales</td>
</tr>
<tr>
<td></td>
<td>Construction of a central police station, Providenciales</td>
</tr>
<tr>
<td>Safety and Security</td>
<td>Refurbishment of Grand Turk Police Barracks</td>
</tr>
<tr>
<td></td>
<td>Construction of Police station, South Caicos,</td>
</tr>
<tr>
<td></td>
<td>Judiciary Complex with additional courts, a dedicated family court and other facilities, Providenciales</td>
</tr>
<tr>
<td></td>
<td>Construction of women’s prison, Grand Turk</td>
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<tr>
<td></td>
<td>Construction of a Rehabilitation Centre for young offenders, Grand Turk</td>
</tr>
<tr>
<td></td>
<td>Construction of drug laboratory, Grand Turk</td>
</tr>
<tr>
<td>Public Administration</td>
<td>Construction of Government Office Block, Middle Caicos</td>
</tr>
<tr>
<td></td>
<td>Construction of New Administration Block, Grand Turk</td>
</tr>
<tr>
<td>Sports and recreation</td>
<td>Recreational and sport facilities, North Caicos, Salt Cay, Middle Caicos</td>
</tr>
<tr>
<td></td>
<td>All weather track and sports facility, Grand Turk</td>
</tr>
<tr>
<td>Disaster Management</td>
<td>Construction of a National Disaster Management and Emergency Command Centre, Grand Turk</td>
</tr>
<tr>
<td></td>
<td>Construction of dedicated long-stay emergency shelter, Providenciales</td>
</tr>
<tr>
<td></td>
<td>Construction of short stay emergency facilities</td>
</tr>
</tbody>
</table>

**Critical Success Factors**

There are a number of conditions precedent to the realisation of the Framework, in respect of the ICT and Infrastructure in the country. These include:
The ICT and Infrastructure Strategy being reviewed annually;
Available funding to complete infrastructural projects;
The establishment of public-private sector partnerships and collaborations in the provision of some infrastructure;
Proper project management to ensure that developments do not run above budgeted estimates;
Conduct of EIAs and Strategic Environmental Assessments (SEAs) as part of the feasibility analysis of these major projects; and
Development and putting into operation of the Infrastructure Fund

Conclusion

The Framework requires the coordination between public and private sectors in the expansion of the infrastructure of our country, and the institutionalisation of a review process, such that we can monitor in real time the state of our infrastructure which is the physical platform that enables the fulfilment of our plans. The fragility of our eco-system enjoins on us approaches that ensures that in our rapid and fast paced development and transformation, the preservation of our natural capital remains supreme among the imperatives. There will be need for substantial institutional changes. Our sensitivity to waste management, the adoption of EIAs and SEAs in our planning and implementation procedures, the use of video-conferencing, our choice of transport modes and of types and use of vehicles, are all intertwined in infrastructural choices.

The essential working principle is that at any point in time, our ICTs and Infrastructure are at their most efficient and least costly in supporting the economic and social transformation of our country, and in keeping with the imperatives of sustainability. In that regard, we will have to resolve and reconcile many ‘soft’ issues in arriving at the ‘hard’ physical infrastructure, which would be the outward visible evidence of how well we would have succeeded at the former. The generations following will be the final judge, and we have constantly to be concerned about their favourable verdict on our stewardship, as reflected in the choices that we make.
Section 31

Legal and Institutional Implications of the Framework

Context

It is now well recognised that institutions are critical in economic and social development and contribute to and are the product of this process. The most advanced societies are those that have the panoply of institutions, in terms of physical entities as well as arrangements and procedures that order relations among members of society, some having the force of the law behind them.

The adoption of economic and social planning will enjoin on the Government new modalities in the conduct of its operations. Thus, in addition to the guidelines that we are required to observe as an Overseas Territory in respect of our fiscal operations, our framework details in broad outline the direction of public expenditure over the long haul.

Given the participatory approach that has been followed in arriving at this framework, the plan represents a pledge shared by our people and the Government to create a new TCI that fulfils our dreams and our highest aspirations. On the adoption of this framework by our Assembly, it becomes the law of the land, guiding the direction of our social and economic policies.

There are major institutional implications that follow. Our institutions have to be invested with the resources to deliver on the targets of the Framework. Given the broad strategies that have been outlined, it becomes necessary to invest them with the financial and personnel resources and to create the relationships among them such that they serve the needs of our people. For example, some of our major targets cannot be achieved without our importing labour. However, we need to exercise control over immigration lest we achieve high growth but at the costs of the marginalisation of our people and the total change of the culture and value system of our country.

Meanwhile, our legal structure has to be adapted to serve the needs of a country in transition to first world status. Many of our laws will need to be updated as we seek to address many of our challenges as a society. Some of these would relate to the international Conventions that we would sign or have signed as members of international society. For example, the issue of global warming has special implications for us requiring whole society responses. The collaboration between public and private sector in the planning, development and managing of infrastructure for the country will require legal and institutional support. We have to create a new dispensation in our legal system that allows it to support development of our country.
Vision

A legal system and institutions that, in addition to guaranteeing the fundamental rights and freedoms of all citizens, and sensitive to the historical and cultural circumstances of our people, are progressive and adaptable to changing local and international circumstances, and remain committed to social equity in the dispensation of resources and the fullest participation of our residents.

Objectives

Achieving our Vision will require us to:

☑ Create a legal system that ensure that our society has structures in place to manage relations among its various components - citizen, institutions and society - with a certain level of predictability and with balance of rights and responsibilities;

☑ Create the necessary institutions, be they physical entities, arrangements, procedures, norms or values that would discipline action and supports our citizens in reaching their full potential; and

☑ Ensure adaptability of our legal and institutional systems in the management of rapid change in our society.

Targets

The following targets have been set to ensure delivery of the Vision:

🌟 Reformed local government in place by end of 2009;
🌟 Development of the capacity to continuous update of the legislation relating to key sectors among which are the financial services sector, environmental sector, in keeping with international circumstances by end of 2009;
🌟 Formal systems for intergovernmental collaboration in place by the end of 2009;
🌟 Socioeconomic planning legislation promulgated by 2010; and
🌟 Creation of National Policy Formulation Database by 2012.
Improving Our Local Governance Structure

One of our challenges is the development of a governance system which has not kept pace with our social transformation. Like other multi-island states in the Caribbean, there tends to be an on-going tension over the distribution of resources among islands, usually with the dominance of the one - the island on which there is the capital - over the others. In most cases, the emergence of a location as the main port and the centre of economic activity in the early colonial period has determined the seat of political power of the land.

Our history demonstrates similarities and differences with this pattern. The dominance of salt in the economic activity of our country resulted in Grand Turk assuming this role. The decline of the industry did not detract from the Grand Turk's position as the administrative capital. The creation of offices of District Commissioners on the other islands created a coherent structure for administration by the central government over the affairs of our islands.

The meteoric rise of Providenciales as the main centre of economic activity and as the location with the largest concentration of population have led to the phenomenon of the Capital, Grand Turk, playing the diminishing role in the commercial and economic development of the country. Meanwhile, the rapid exodus of population from all the other islands to Providenciales has resulted in a governance structure in which the island with the largest concentration of population does not exercise the level of participation in the political and administrative processes consistent with its economic and commercial importance in the country.

The thrust of the TCIG is to ensure wide participation of all of our population, irrespective of the island on which one is resident. In more recent times, the office of District Commissioner has been invested with increased authority and resources, along with some level of formal representation of the residents of the island in emerging island councils, whose operation needs to be fully articulated.

These latter have remained for the moment appointive councils, which seek to garner a cross-section of opinion on the island. However, there still remain some areas of grey in this new dispensation in respect of Providenciales and even of Grand Turk with regard to the representation of the people in the day to day running of the affairs on these islands. There is no District Commissioner for Grand Turk and the structure in place for Providenciales does not seem to lend easily to any real involvement of the local population in any formal interface with administration.

The TCIG has pledged to examine comparative models of local governance that may be of relevance to TCI. The wide public participation that has characterised the development of this present Framework, and the keen involvement of the population in most islands suggest that our population is already committed to playing a greater role in administering over the affairs of their respective islands. Our people support a revised local government that has the following attributes:
Well-organised Structures and Systems - Are visible, structured, ordered, regulated and subject to predictable administrative routines.

Representative - Representing the interest of all the various groups on the islands regardless of political affiliation

Participatory - Allows residents a say in how the island’s development including establishing appropriate legal and institutional structures which allow citizen participation in planning and implementation of plans, programmes and projects

Accountable - Provides the relevant checks and balances in allocation and expenditure of funds and other resources, to ensure the local governments are accountable to central government, island residents and communities.

Responsive - Responds on a timely basis to the needs of island residents by having mechanisms and procedures in place that allows for timely address of issues of importance to the island community

Communicative - Allows citizens to know what is happening at the local level and the development of mechanisms that allows for open communications between citizens and the local government

In addition, the following seem to be the criteria that would best fulfil the wishes of our population based on the consultations that have been conducted:

☑ All main islands will have local governments - Grand Turk, Providenciales and inhabited Family Islands;
☑ The Office of District Commissioner (ODC) will be the locus for channelling allocations from the Central Government to island residents;
☑ The ODC will coordinate the interventions of all Government agencies on the respective islands;
☑ The representational principle will be adhered to in the development of councils; and
☑ Resources will be allocated to the respective islands in keeping with the requests and needs identified by the resident population.

The TCIG will undertake a major reform of the country’s local government system, the outcome of which will provide a stronger, more efficient system that has a greater ability to deliver services and infrastructure for residents on our islands. The TCIG will establish an independent Local Government Reform Commission to develop recommendations on the new local government framework by the December 31, 2009, including recommendations on boundaries, structural reform and legislative reform, the role and responsibilities of local government in key activities such as national planning exercises and the preparation of the national budget and systems for communicating and interacting with private islands on critical issues.
The reform will be informed by a process of consultation with residents across the islands, as well as through the examination of comparative experiences in other countries, including our Caribbean neighbours, especially the multi-island states.

**Formalising Inter-Governmental Agency Collaboration**

Our Ministerial system has evolved relatively successfully over the years, and the Executive has been well served by Ministers and by a Public Service that understands duties and responsibilities. At the same time, while we need to recognise boundaries between and among Ministries and Departments, there is need to avoid the creation of silos in the communication and interface among Ministries and Departments. The adoption and wide application of intranet and the internet will afford us a level of inter-agency collaboration such that we avoid waste of limited resources.

Our Ministries will be in communication in real time such that decisions taken in one Department inform discussion and developments in others and would have benefited from prior understanding of the implications for others, long before our Cabinet would have met to make overarching decisions or to determine policies. In some areas, the collaboration will need to be statutory. Thus, for example, the implementation of the NSEDF and the National Physical Development Plan require the involvement of a number of agencies in addition to the lead agencies, in the approval of the plans, firstly, and then in their monitoring. The EIA process is another example where regular institutional collaboration will be required.

With respect to the implementation of the NSEDF, there will be need to institutionalise periodic meetings among Ministries and Departments, at least quarterly, at which the targets of the Framework and the contribution of the various agencies can be assessed and gaps identified. This will allow unexpected challenges to be addressed and barriers removed in advancing the Framework. There are always unintended consequences that emerge in the implementation of various plans. As part of this process, there will be also the need to develop an overall information system that can be utilised by all government departments. This database, the National Policy Formulation Database (NPFD), will be an extensive information management system that incorporates information from all development sectors, and will be, therefore, a bottom-top system that complements and integrates sectoral information systems.
An Integrated System for Overall Sector Coordination (Conceptual)

Formalising Socio-economic Development Planning

Our society has adopted socio-economic development planning as the foundation of its transformation. Government is not the only actor recognised in this process. The private sector and the NGO sector are collaborators. This is immediately evident in respect of our physical infrastructure. Two or three new hotels on North Caicos will create in their development new infrastructure on that island some of it under direct private control, but, likewise will impose demands on the public infrastructure. Public and private sectors will need to plan together.

This 10-year socio-economic development framework has way stations. There will be Medium Term Plans that advance the process in measured steps. The creation of the link from North Caicos to South Caicos is proposed as one of the objectives to be achieved over the next 10 years. Moreover, in all of our physical planning we see ourselves as planning the first 10 years of the next 100 years.

All of this will have implications for the shape of our society and the relations among our people, and indeed, who will be the people of the TCI, especially since some of our
population of eventual Belongers will be comprised of persons whose ancestors were not here and did not come here until the end of the last century or early in this century. Thus, population policy is an underlying premise in some of our socio-economic planning. In effect, all of our agencies will be involved in socio-economic planning.

The rapid growth of new communities and the expansion of existing communities with new residents require inputs of community development and community organisation to reduce social conflict and tensions as people find themselves thrown together in new locations, and in groups outside those in which their mores and values were nurtured. There is also the general ageing of the Belonger population on the one hand, and the challenge in the socialisation of our youth, on the other, with the impact of values and ideals not consistent with our development but purveyed forcibly into our homes by a pervasive mass media and ICTs. Social development in the 21st century requires very sophisticated professional expertise in our social development planners.

Historically, there has long been the acceptance of the need for legislative arrangements to discipline physical planning. Increasingly, countries have come to recognise the importance of supporting socio-economic planning with the force of the law. Within the EU, the limits of public debt are so set.

Physical planning in TCI has to be tightly circumscribed by law, given the fragility of our natural environment. Likewise our social and economic framework has to have well established parameters, having regard to the population base of the country and the need to manage the growth in numbers to protect the integrity and identity of the culture of the TCI people.

Socio-economic planning will need to be supported by appropriate legislation, mandating the preparation of socio-economic plans and identifying the type of data and analysis that must be performed in undertaking such plans. Population, labour force, and immigration will be important components of plans, in addition to taxation, and procedures for allocation among the islands of the TCI and their communities. Clearly, there will be need for the integration of physical planning with socio-economic planning and the legal underpinning has to be properly elaborated.

**Sectoral Legislative and Policy Requirements**

There will be requirements imposed on our different sectors. Our economic sectors need legislative arrangements to allow for their orderly development. In tourism, we already recognise that as we promote the growth of the sector, there are implications for real estate development in our country, but most importantly for the allocation and distribution of land for housing our population. This will enjoin active participation of the state in the issue of land management in our country and cannot be left entirely to the whims of the market place, even though it may be partly ordered by the market place.
Also in our tourism sector, we are well aware that in order to brand and keep maintain the TCI product at a certain level, we cannot allow operators to be careless with standards. Thus our business licences for the operating of hotels and guest houses must ensure that we ensure that all abide by certain minimum standards that are defined through legislative provisions that some agency will determine from time to time that would be require monitoring by State agencies.

The interface between our public and private infrastructure, and the regime of maintenance that should apply in and between them will require legislative provisions. The state has an inalienable responsibility to ensure that our physical infrastructure is protective of our highly fragile environment.

On the other hand, since this infrastructure is partly under the control of the private sector, there may be occasions when the state has to intervene if there is the threat to the society and especially its environmental capital, as a result of the failure of private sector entities to discharge their obligations. The state will always have a residual responsibility in this regard.

Some of our legislative interventions are imposed by our responsibilities to international society. This has been evident in our Financial Services Sector. On the one hand, we have been required to update our laws to prevent money laundering and to prevent the sector from being used by terrorist groups in the financing of their operations. At the same time, we are painfully aware that failure to update our legislation can put the sector at risk of declining competitiveness. There is a host of areas in which the Law interfaces with Economics and with Social Development. The Tables below indicate the key areas where legislative and policy reform will be required over the next 10 years.
## Key Requirements for Legislative Reform

### Revision of Existing Legislation
- Physical Planning Ordinance
- National Parks Ordinance
- National Trust Ordinance
- Crime Ordinances

### New Laws for Enactment
- e-legislation to create the enabling legal environment for the development of ICT sector including the control of ICT crime
- Intellectual property rights
- Offshore Finance
- Freedom of Information
- Anti-ICT Crime
- Anti-fronting
- Labour Relations
- National Health Insurance Scheme
- Protection of People Living with HIV AIDS
- Rental Housing Standards
- Environmental Permitting
- Public Health
- Concession Legislation to increase access to national parks and to create Belonger eco-business ventures in these areas
- Protection of Targeted Species (Environmentally Sensitive Species)
- Pollution Prevention and Control
- Threatened Species Protection
- Environmental Health
- Waste Management
- Water Resources Management
- Control of Desalination Plants
- Asset Management
### Key Requirements for Policy Reform

<table>
<thead>
<tr>
<th>Policies and Plans</th>
<th></th>
</tr>
</thead>
</table>
| **Revision of Existing Policies and Plan Required** | ♦ Immigration Policy  
♦ Labour Policy  
♦ Scholarship Policy |
| **New Plan Required** | ♦ Population Policy  
♦ ICT Policy  
♦ Code of Practice on Data Protection  
♦ ICT Security Policy  
♦ Wireless TCI Business Plan  
♦ Science, Technology and Innovation (STI) Policy  
♦ E-learning Policy and Action plan  
♦ Drug and Alcohol Policy  
♦ Sports Policy  
♦ Policy on the Elderly  
♦ Housing Policy  
♦ Gender Policy  
♦ Climate Change Adaptation Policy and Action Plan  
♦ Zero Waste Policy  
♦ Integrated Water Cycle Management Policy and Action Plan  
♦ HIV AIDS Multi-sectoral Strategic Plan  
♦ Roads Master Plan  
♦ Airports Master Plan  
♦ Ports Master Plan  
♦ Drainage and Coastal Defence Plan  
♦ Health Disaster Policy and Management Plans  
♦ National Physical Development Plan  
♦ Sustainable Energy Plan  
♦ Offshore Financial Services Plan  
♦ Detailed National and Island Tourism Plan  
♦ Annual Island Implementation Plans |

### Sectoral Institutional Requirements

There are institutional requirements that are specific to economic and social sectors that have to be addressed. This would involve some ‘intrapreneurship’ on the part of our policy-makers and personnel. Invariably, there will be need to develop new approaches and institutional mechanisms. A few of these can be noted by way of illustration:

✔ Development of a next generation ICT sector will require virtually all our institutions to rethink and reorganise the way they do business. The introduction of free wireless communication system would mean that all organisations can take advantage of the opportunities that this service would provide, thus creating a true e-TCI. The TCIG will further deepen the institutionalisation of its e-government efforts and thus improve its systems and processes. This will mean putting in place the necessary ICT leadership and policy making capabilities; further upgrading of our ICT infrastructure; institutionalising the use of videoconferencing; re-engineering government business processes to increase intergovernmental sharing of information and the delivery of citizens’ e-services;
the recruitment and training of government staff to support the use of ICTs (ICT human resource development); deepening and building new partnerships with the private sector and NGO sector to increase use of ICTs in non-ICT sectors and development of possible niche e-businesses; ensuring the incorporation and use of ICTs in the new local government system; and promoting the ICT capability of the country globally.

☑ The Department of Environment and Coastal Resources will have to be reorganised to include the responsibility of establishing an environmental permitting system where environmental impact assessments will have to be conducted according to a prescribed procedure on proposed developments. The Department of Physical Planning will need to be upgraded also to cope with the task of reconciling the need for physical transformation in our space, at the same time as we remain sensitive at every stage to the costs or depreciation of our natural capital as a result of our initiative: our society is no longer innocent of the implications for the generations to come;

☑ The assimilation of incoming people into the way of life of TCI, while still accepting of the right of all peoples to remain in the confines of the culture that have given meaning to their sense of self, is going to be our major task for a society that has to rely heavily on imported labour and of people from abroad, generally, as a component of our population policy, given that our rate of natural increase is much too low to sustain the nature of the material civilisation to which we have become accustomed: our social services will need to be equal to this mammoth task;

☑ The preparation of our people to be adaptable for all seasons requires a vastly different orientation to that which has characterised our development heretofore: the demands of living in a labour constrained economy means that most of our people have to engage in multi-tasking, for our basic survival in the TCI space, let alone our being able to take on board new information and acquire new knowledge, the better to be able to treat with the drastic changes in demand for goods and services imposed by a open globalised economy and rapid impact of technology on all productive systems: our education and training system have to be drastically overhauled, and moreover, the ideational parameters of learning and doing that have informed our approaches have to be radically altered to allow our small nation to survive in this emerging environment – we shall be forever in a learning mode from cradle to the grave.

In the above and in many other areas, there will be need for new institutional structures and, the structures will have to be adaptable to the ever changing requirements.
# Key Requirements for Institutional Reform

## Institutional Reform

### Reform of Existing Institutions
- Financial Services Commission
- Telecommunications Authority
- TCInvest
- TCI Tourism Board
- Education Department – School Boards
- Department of Housing
- Health – Health Planning, Primary Health Care Services, Secondary and Tertiary Health Care Services, Dental Services, Environmental Health
- Department of Social Development
- Department of Planning
- Department of Environment and Coastal Resources
- TCI National Trust
- Disaster Management and Emergencies
- Department of Economic Statistics and Planning
- Department of Labour
- Gender Desk
- EMS Finance Administration Division (Asset Management)
- Department of District Administration
- Police – General Police Branch, Marine Branch, Anti-Drugs Branch

### New Institutions
- Diasporic Investment Mechanism
- Tourism Research and Information Management System
- TCI Fish Development and Promotion Agency
- Department of Agriculture
- Real Estate Investment Trust
- One-stop Business Development Centre
- Youth Business Development Window
- Marine and Biotechnology Research Institute
- TCI National Science Park
- TCI Development Agency
- Local Governments – District/Island Councils; District/Island Administration Offices
- Community Empowerment Division
- Children and Family Services Division
- Drug Rehabilitation Centre
- Health Planning Unit
- Police Complaints Board
- After School Care Centres
- Gender Affairs Unit
- National Housing Corporation
- Water and Wastewater Department
- Labour Advisory Board
- Labour Market Planning Unit
- Department of Planning Monitoring and Enforcement Unit
- Island/Community Emergency Response Teams

### Formal Inter-agency Collaboration
- Wireless TCI Committee
- Local Government Reform Commission
- Physical Planning Inter-Departmental Coordinating Committee
- Socio-economic Development Sectoral Committees
- Infrastructure Development Coordination Committee
- Tourism Inter-agency Committee – Tourism/Offshore Financial
Institutional Reform

| Services, ICT, Real Estate, Fisheries, Agriculture, Craft, Entertainment |
| ♦ Island Tourism Development Committees |

Critical Success Factors

There is a number of conditions precedent to the realisation of the Framework, in respect of the Legislative, Policy and Institutional Implications. These include:

☑ Political will
☑ Human Resources – Existing government personnel to implement the recommended changes have to informed, skilled and motivated to institute the changes necessary. In the case of the establishing of new organisations and re-organisation of existing ones, recruitment of staff will be of critical importance.
☑ Human resource development plans – which drive the institutional development or strengthening efforts, must be well thought out and deal with issues to be addressed. It will also be important to have in place coherent implementation strategies which assign responsibilities and attach measurable objectives through which performance can be measured.
☑ Periodic performance evaluation and review of the impact of the recommended institutional and legislative changes will also be critical.

Conclusion

Legislative and institutional reform is crucial to the successful implementation of the NSEDF. A reformed local government will provide a stronger, more efficient system with the ability to deliver services and infrastructure at the island level. Such reform must be born out of a participatory process that is welcoming of the opinion of Islands’ residents, NGO sector, private sector and public stakeholders. Institutionalising inter-agency collaboration is also an important step in our development process.

The NSEDF requires a greater level of intergovernmental agency collaboration which in some instances would have be formalised to ensure the necessary cooperation is achieved. To aid this process, DEPS will be responsible for the development of the NPFD which is an extensive information management system that incorporates information from all development sectors. In addition, socio-economic planning will be supported by appropriate legislation which makes it mandatory to prepare national and island socio-economic plans. The requirements of our different sectors will see the development of a number of legislative arrangements, policies and institutions and the revision of others.
Conclusion: Delivering on Sustainable Development
Chapter Four

Conclusion: Delivering on Sustainable Development

The NSEDF (2008-2017) sets out a vision of a balanced, diversified and competitive economy which provides a high standard of living for residents in a safe and secure environment. Implicit in this vision is the goal of achieving environmental sustainability, of passing on a heritage and a legacy to our future generations that we can be proud of and which does not jeopardise their ability to be prosperous.

The National Socio-economic Strategy, therefore, sets out our main path over the next 10 years for achieving sustainable development, and provides the key strategies and actions to be undertaken under the various development themes, namely: 1) People and Workforce; 2) Education and Skills; 3) Business and Enterprise; 4) Quality of Life; 5) Protecting Our Environment; 6) ICT and Infrastructure; and 7) Legal and Institutional Implications.

The task of achieving sustainable development may at times be challenging and will test the substance of the Government and our people. There will be decisions to be made and corrective actions to be taken to reverse observed negative trends. Key among these is legislative reform to address the practice of fronting, the preparation and implementation of the National Physical Development Plan to move the country towards more sustainable land use, and the establishment of environmental permitting system which subjects to careful scrutiny all proposed developments and development agreements as well key policy measures relating to the environment to test their soundness as projects, and encourages decision-making in the best interest of sustainable development and our long term prosperity.

Of equal importance is the involvement of all of people in the development process and the mindset and behavioural change that would set us on the proper course of achieving sustainable development. The litmus test is the continuing assessment of the cost of our actions on the generations coming. The available evidence suggests that we can no longer remain oblivious to these costs. The preparation of the Framework has allowed us to verbalise the challenge. The task now is to demonstrate our words were the first steps in action and implementation.

Monitoring Progress

This Strategy has set out measurable targets that will measure the country’s progress in achieving its vision. A set of indicators are proposed as part of the Implementation Plan and these will be used to monitor and assess our progress. Annual updates of our
progress against the targets will be published to inform our partners and the public about the activities taking place as part of the NSEDF.

The institutionalisation of reporting would afford us the opportunity of course correction in the face of challenges that have not been foreseen in this Framework, in spite of our efforts to be thorough and complete in our examination of the issues. In the final analysis, reporting on our stewardship over the next 10 years, to our collective citizenry is an imperative in the obligation we have to our posterity. These periodic reports will serve as testament to the kind of people we are, and will reveal whether we were appreciative of the good fortune of living in a land blessed by Nature, and how cognisant we would have been of the legacy that we must bequeath to the generations following.
National Socio-economic Development Strategy