DRAFT

# The National Strategic Plan of Barbados 2005-2025

THE

# NATIONAL ANTHEM

*In plenty and in time of need*
*When this fair land was young*
*Our brave forefathers sowed the seed*
*From which our pride is sprung,*
*A pride that makes no wanton boast*
*Of what it has withstood*
*That binds our hearts from coast to coast -*
*The pride of nationhood.*

*Chorus:*
*We loyal sons and daughters all*
*Do hereby make it known*
*These fields and hills beyond recall*
*Are now our very own.*
*We write our names on history's page*
*With expectations great,*
*Strict guardians of our heritage,*
*Firm craftsmen of our fate.*

*The Lord has been the people's guide*
*For past three hundred years.*
*With him still on the people's side*
*We have no doubts or fears.*
*Upward and onward we shall go,*
*Inspired, exulting, free,*
*And greater will our nation grow*
*In strength and unity.*

# The National Heroes of Barbados

Bussa

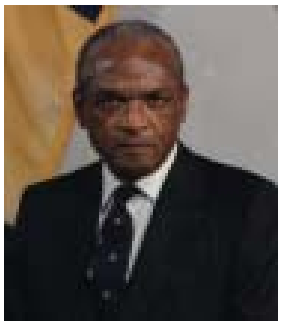
Sarah Ann Gill

Samuel Jackman Prescod

Charles Duncan O'neal

*Can we invoke the courage and wisdom that inspired and guided our forefathers in order to undertake the most unprecedented and historic transformation in our economic, social and physical landscape since independence in 1966?*

Clement Osbourne Payne



Sir Hugh Springer

Errol Walton Barrow

Sir Frank Walcott

Sir Garfield Sobers

Sir Grantley Adams

# THE NATIONAL STRATEGIC PLAN OF BARBADOS

## 2005-2025

GLOBAL EXCELLENCE, BARBADIAN TRADITIONS

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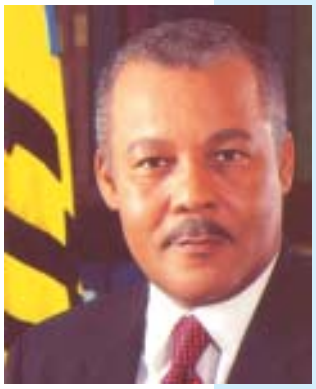
JUNE, 2005

# FOREWORD



The Rt. Hon. Owen S. Arthur
Prime Minister and
Minister of Finance
and Economic Affairs

The forces of change unleashed by globalisation and the uncertainties of international politics today make it imperative for all countries to plan strategically for their future. This is all the more true for small countries like Barbados.

When historians come to review our time, they will no doubt be interested in how we viewed our present circumstances and conceived of the way ahead. **The National Strategic Plan of Barbados 2005-2025**, the country's first, will without doubt constitute their principal source.

This Plan articulates a very clear vision for Barbados in 2025. This vision is:

**"a fully developed society that is prosperous, socially just and globally competitive".**

But no vision or plan will be successful unless the people fully embrace it and commit themselves to its realisation. That is why this Plan places people at the centre of our development efforts.

Accordingly, all the people of Barbados must pledge to work together to transform Barbados into a fully developed country; a model democracy that is prosperous, productive, peaceful, socially just and inclusive; and a centre for high quality services whose standards of excellence are global and, at the same time, rooted in the best of Barbadian traditions.

As a nation, we can realise our vision and achieve our strategic goals. We have a solid foundation on which to build. We have the confidence to take on tough challenges. Thirty-eight years of independence have served us well.

Indeed, we have crafted this National Strategic Plan around the inspirational words of our National Anthem, from which has flowed our six broad strategic goals. These are:

1. "Inspired, exulting, free": **Unleashing the Spirit of the Nation.**
2. "Firm craftsmen of our fate": **New Governance for New Times.**
3. "Strength and unity": **Building Social Capital.**
4. "These fields and hills": **Strengthening the Physical Infrastructure and Preserving the Environment.**
5. "Upward and onward": **Enhancing Barbados' Prosperity and Competitiveness.**
6. "Strict guardians of our heritage": **Branding Barbados Globally.**

These broad goals embrace the essence of what we as a people need to accomplish in order to realise our vision.

We, the people of Barbados, out of an oftentimes brutal history had the resilience, adaptability and creativity to forge a unique Barbadian nation and to fashion a post-colonial society as famous for its political stability as for its economic viability.

We, a people accustomed to a process of gradual, orderly change, are now confronted with the need to cross, in one determined leap, a global chasm of progress.

We, a people steeped in tradition and cautious in our approach to change, are now being called upon to modernise our Constitution, cast off the last vestiges of colonialism and take full responsibility for ourselves as a Republic with a Barbadian Head of State, and with the Caribbean Court of Justice as our own highest court of appeal.

We, a people nurtured largely within the confines of a small island, now have to merge our singular identity in the widening circles of the Caribbean, the Americas and the global community.

To do so, Barbadians of all generations, classes and races, wherever located, must come together to unleash our full potential and make a wholehearted commitment to building a more prosperous, just and peaceful society.

We Barbadians have all that it takes to continue to prosper in the world, but in doing so we must never lose our soul.

Can we invoke the courage and wisdom that inspired and guided our forefathers in order to undertake the most unprecedented and historic transformation in our economic, social and physical landscape since independence in 1966?

We can, we must, we will !

**The Rt. Hon Owen S. Arthur**
**Prime Minister and Minister of Finance**
**and Economic Affairs**

## ACKNOWLEDGEMENTS

The Ministry of Finance and Economic Affairs is grateful to the Coalition of Trade Unions and Staff Associations of Barbados, led by Sir Leroy Trotman; the Private Sector Association, led by Mr. Chris DeCaires; the Non-Governmental Organisations, and the officers of Government Ministries, Departments and Statutory Bodies for their very valuable assistance in the preparation of the **National Strategic Plan of Barbados 2005-2025: Global Excellence, Barbadian Traditions**. These organizations and institutions provided extremely useful oral and written inputs during the drafting of the Plan.

The Plan benefited immensely from the intellectual advice and guidance of the academic community, particularly Ms Kim Tudor, and Professors Frank Alleyne, Hilary Beckles, Andrew Downes and Michael Howard.

The Ministry is indebted to Dr. Peter Laurie who not only made valuable inputs but assisted in the editing process.

The Ministry of Finance and Economic Affairs expresses special thanks to the Working Group on Strategic Planning, chaired by the Hon. Reginald Farley. This Working Group drafted the "Vision Statement and Broad Strategy-Barbados 2021 and Beyond: Global Excellence, Barbadian Traditions" which was approved by the Cabinet in 2004 and was the foundation on which the Plan was formulated.

Mr. Carson Browne, in his capacity as Permanent Secretary, Economic Planning, Ministry of Economic Development spearheaded some extremely valuable preparatory work between 2001-2003.

The Ministry also wishes to thank Sir Courtney Blackman whose "Towards a Barbados National Strategic Plan, 2001-2010" was a very useful reference.

Acknowledgement must be made of the assistance provided by the staff of the Government Printery, especially Mr. Durando Toppin, the Government Printer and Mr. Steven Massiah, the Graphic Artist, who designed and prepared the document for printing.

Finally, the Ministry expresses appreciation to the staff of the Research and Planning Unit, particularly, Chief Economist, Mr. Patrick McCaskie, Senior Economist, Mr. Derek Gibbs, and Senior Economist, Mr. Fabian Griffin for their tireless dedication to the drafting of the National Strategic Plan.

**Bentley DeV. Gibbs**
**Permanent Secretary**
**Economic Affairs Division**
**Ministry of Finance and Economic Affairs**

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## EXECUTIVE SUMMARY

**The National Strategic Plan of Barbados 2005–2025: Global Excellence, Barbadian Traditions** provides the blueprint for the realisation of Barbados' vision of becoming a fully developed society that is prosperous, socially just and globally competitive by the end of the first quarter of this century.

The Plan first presents an economic and social picture of Barbados as it sets out on its journey. This picture, sketched from the last twelve years, shows a Barbados that has achieved remarkable economic and social progress. One defining indicator of this performance is its 29th ranking among all countries in the world in the **United Nations Human Development Report 2004** and its designation as a leading developing country.

This picture further highlights Barbados' strengths, weaknesses, opportunities and threats. The analysis supports the firm conclusion that Barbados can secure its desired place in the world as **a fully developed society that is prosperous, socially just and globally competitive**.

*The Plan advances six strategic goals in pursuit of the national vision*

The Plan embodies the theme **"Global Excellence, Barbadian Traditions".** This theme conveys the message of a Barbados that is a successful and globally competitive society, fully integrated into the world economy, but at the same time capable of preserving and strengthening its own identity, enterprise, national sovereignty, and traditions.

There is also a set of core values that provides an ethical framework for the transformed Barbadian society we envisage.

The Plan advances **six strategic goals** in pursuit of the national vision for 2025.

**GOAL ONE** speaks to a cultural transformation that will reinforce Barbadian values and national identity and act as a catalyst for propelling Barbados into the 21st century as a fully developed society. This goal will seek to create greater equity and social justice, while building an inclusive society with opportunities for all.

**GOAL TWO** envisions vastly improved governance. It foresees a Barbados with, a "fully Barbadianised" constitution free of all vestiges of colonialism; a modernised parliamentary and electoral system; greatly enhanced political participation and the empowerment of all communities. It also envisions a radical overhaul of the administrative machinery of government as a catalyst for change, while also strengthening civil society as a critical part of the governance for the 21st century. It further envisages that there will be higher levels of self-

reliance, less dependency on the state and greater diversity and tolerance.

**GOAL THREE** places people at the heart of the development process. It promotes the building of social capital. This involves the development of the human resources necessary to function in a knowledge-based services economy and the creation of appropriate family and community values. This calls for a revolution in education which will unlock the productive potential of all Barbadians. A good quality of life will also be paramount and, therefore, a well-developed public health system and the eradication of poverty from our social landscape will all be part of this social transformation.

**GOAL FOUR** requires the protection, preservation and enhancement of our physical infrastructure, environment and scarce resources as we seek to advance our social and economic development. It demands that we find the right balance between our development and the preservation of our physical surroundings. It calls for access to adequate water and energy supplies, a good transportation system and the development and maintenance of sound infrastructure.

*Section VII presents the national objectives, strategies and targets of each goal.*

**GOAL FIVE** seeks to enhance Barbados' prosperity and competitiveness in the world economy. This will require rapid and radical transformation in the way we carry out our productive activities. We must identify those areas of economic activity that are viable and competitive, and that can contribute to sustainable growth, employment and overall prosperity for everyone. Focusing on the export of services such as tourism and international business, while exploiting new ones such as culture and health, will all contribute to a more diversified and prosperous economy.

**GOAL SIX** calls for us to continue consolidating our image in the world. This image has served us well and has brought us considerable international respect since independence. Our political stability, education, democratic governance and good leadership have all earned for Barbados worldwide recognition. Our duty will be to continue to show others how a small country can be successful and yet retain its identity; in other words, we have to brand Barbados globally.

The above-mentioned goals are explained in detail in Section VI.

Section VII presents the national objectives, strategies and targets of each goal. Collectively, the goals, national objectives, strategies and targets provide the road map to a fully developed Barbados. There is a planning matrix at Section X that summaries all the goals, national objectives, strategies, targets and indicators for ease of reference.

There is also an appendix which provides an indication of the key objectives and strategies that will guide the development of the individual sectors - economic, social, governance, infrastructure and environmental - over the next 20 years.

Section VIII indicates that substantial financial resources will be required to bring about the fundamental transformation of Barbados by 2025.

The National Strategic Plan will be updated to take into account the views of the private sector, labour and civil society and changes in the economic and social environment.

The preparation of periodic sectoral strategic plans, at five-yearly intervals, will be undertaken to help shape revisions to the National Strategic Plan. The Ministry of Finance and Economic Affairs will work with Government Ministries, Departments and Statutory Bodies, the private sector, labour and civil society to prepare the detailed sectoral plans.

*the Plan has benefited from the collective effort of the public sector, private sector, labour and civil society.*

The Ministry will also be responsible for ensuring that the review, monitoring and implementation of the goals, national objectives, strategies and targets are effectively undertaken. The Ministry will therefore be strengthened by the creation of a special unit whose mandate will be to oversee the implementation of the National Strategic Plan.

The National Economic Council, with expanded membership, will provide the overall oversight and guidance.

The formulation of the National Strategic Plan has benefited from the collective effort of the public sector, private sector, labour and civil society. In 2003, the Cabinet established a Working Group on Strategic Planning which fashioned the vision and identified the broad strategies for its realisation. The vision and broad strategies were endorsed by the Cabinet in 2004.

Draft sectoral strategic plans prepared by the public sector were also instrumental in the preparation of the Plan. In addition, consultations within the framework of the Social Partnership were essential inputs into the formulation of the National Strategic Plan.

Representatives of the private sector, labour and civil society reviewed the Plan in its draft form.

# I. ECONOMIC AND SOCIAL OVERVIEW

Barbados' economic and social development is grounded in stable government, democratic freedoms, the advancement of human rights, an independent and fair judicial system, a well-educated and trainable labour force and sound economic management. Built by the visionaries of the post- independence period, this economic and social infrastructure has allowed Barbadian citizens access to amenities that support a high quality of life. This was confirmed by the *United Nations Human Development Report 2004*, which ranked Barbados 29th among 175 developed and developing states and as a leading developing country. This achievement has been supported by a political environment characterized by tripartite governance that embraces participatory decision-making by the social partners – government, private sector and labour.

*A review of Barbados' circumstances from 1993 to 2004 highlights ... remarkable economic achievements.*

Since gaining independence in 1966, prudent political governance and economic management have facilitated the transformation of Barbados from an agrarian based economy to a more diversified one characterized by light to semi-heavy manufacturing and services. Over the years, tourism and financial services have grown from insignificant levels to become major contributors to Gross Domestic Product (GDP), employment generation and the country's capacity to earn foreign exchange.

In addition, the economy has benefited from considerable investment in social capital formation, physical infrastructural development and innovative social legislation in the areas of education, land reform, national insurance, social security protection, health and the elimination of discrimination based on gender. These developments were complemented by accelerated efforts, especially since 1994, to structurally transform and reposition the Barbadian economy in the face of regionalisation, trade and financial liberalisation and globalisation.

A review of Barbados' circumstances from 1993 to 2004 highlights the following remarkable economic achievements.

Between 1993 and 2000, the economy recorded eight (8) consecutive years of growth averaging 3.0%. This was followed by a temporary recession in 2001 but growth resumed in mid-2002 and continued to the end of 2004 to reach an estimated level of 3.7%. There was a steady decline in the rate of unemployment, falling from 24.3% in 1993 to 9.8% in December 2004. The rate of inflation was relatively low and stable, averaging 2.0% for the period.

The fiscal deficit, as a percentage of GDP, averaged between 1.5% to 2.5%. This reflected a significant degree of control exercised in the management of current and capital expenditure coupled with strong growth in tax revenue derived from the expanding economy and a more efficient tax system as a result of direct and indirect tax reform initiatives.

The rate of growth of gross national savings and capital accumulation was relatively strong over the period.

Net international reserves, which stood at $139.4 million at the end of December 1993, grew steadily throughout the period to amount to $1.2 billion by the end of 2004. The external current account, which was in surplus for the first half of the period, recorded a deficit in recent years. However, the import reserve cover, which stood at 7.4 weeks in 1993, improved appreciably to 23.7 weeks by the end of 2004. This performance was reflective of an expansion in export receipts and an increase in foreign borrowings towards the end of the period.

*There was not only impressive performance in the economic sphere but also in the social sphere.*

The national debt, which was $2.4 billion at the start of the period, grew steadily to $4.0 billion by the end of the period. However, the external debt service ratio averaged 8.4% over this review period.

The leading indicators of Barbados' economic performance are presented in **Table 1.1 (See page 15)**.

There was not only impressive performance in the economic sphere but also in the social sphere. This performance is demonstrated by the following:

- A 99 per cent literacy rate.
- A life expectancy of 77.2 years
- A comprehensive health care system.
- A well-developed social security safety net.
- Access to adequate shelter.
- A low level of poverty.
- A low level of crime.
- 100% access to safe drinking water.
- A healthy environment.
- An unblemished record in the area of civil liberties and the rule of law.

Selected indicators of Barbados' social performance are highlighted in **Table 1.2 (See page 16)**.

These accomplishments demonstrate that Barbados is well on the way to achieving the United Nations Millennium Development Goals and all the associated targets by 2015.

The impressive economic and social performance from 1993 to 2004 was achieved against the backdrop of an inhospitable and competitive external environment.

Key aspects of this environment are globalisation and liberalisation of trade and finance, which have impacted significantly on Barbados and other small developing economies that are heavily dependent on the international economy for their survival.

*The impressive economic and social performance from 1993 to 2004 was achieved against the backdrop of an inhospitable and competitive external environment.*

The establishment of the World Trade Organization (WTO) in 1995 ushered in a new trading system characterised by a complex set of rules for the conduct of world trade. This new trading system poses formidable challenges for developing countries. Trade liberalisation, which itself has been facilitated by the WTO through the removal of quantitative restrictions and reduced tariffs on goods has had, and will undoubtedly continue to have, an impact on the conduct and performance of our economy and trade. The dismantling of trade barriers has led to increased international competition. Indeed, competitiveness has emerged as the basis on which Barbados must find its niche in the international market place.

The ongoing economic integration of the Americas, through the creation of the Free Trade Area of the Americas (FTAA) or through a number of regional and bilateral trade agreements within the hemisphere, as well as the conclusion of an Economic Partnership Agreement (EPA) with the European Union (EU) under the COTONOU Agreement, will bring further competitive pressure to bear on the functioning of the Barbados economy.

In addition, especially since 1994, financial liberalisation and the frequency of financial crises have highlighted serious weaknesses in the functioning of the international financial system that governs international capital movements. While official foreign debt continues to pose servicing problems for a number of developing countries, the vagaries of short-term private flows are largely responsible for financial crises, in most cases leading to acute macroeconomic disruption.

With global trade expanding, financial markets buoyant, and the US economy rebounding at the end of 2004, the balance of risk has significantly improved. This improved position occurred against the

backdrop of a number of international developments. These included:

- The war in Iraq;
- The instability of international oil prices;
- Major corporate accounting scandals;
- Political instability and social unrest in some emerging markets;
- Natural disasters - hurricanes, earthquakes and the Asian tsunami; and
- International terrorism.

Barbados can exert virtually no influence on these developments but yet it is vulnerable to the negative impact that they bring.

Many of the economies of CARICOM have seen their preferential export arrangements further diluted or threatened, and some have been faced with the loss of export and other trade privileges for their main products (including bananas, garments, and sugar). In addition, there has been a reduction in concessional finance and external aid received by countries in the Caribbean region.

*Caribbean governments have taken important steps to promote the integration of their economies*

In response, Caribbean governments have taken important steps to promote the integration of their economies as a key strategy for their survival in the competitive global landscape. Since 1989, they have worked towards the formation of the CARICOM Single Market and Economy. By the end of 2004, the member states of CARICOM had made significant progress in this regard.

Despite the challenges that confront Barbados, the sustained economic growth and social performance of the past have provided Barbadians with the confidence to successfully face these challenges emanating from the changing global, hemispheric and regional environment.

## TABLE 1.1: Leading Economic Indicators For Barbados (1993 - 2004)

| (% change unless otherwise stated) | 1993 | 1994 | 1995 | 1996 | 1997 | 1998 | 1999 | 2000 | 2001 | 2002 | 2003 | 2004 |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| **GDP Per Capita (BDS$'000)** | **10.5** | **11.1** | **12.0** | **12.9** | **13.6** | **14.7** | **15.5** | **15.8** | **15.7** | **15.3** | **16.3** | **16.9** |
| **Credit Rating (S&P)** | | | | | | | | | | | | |
| **The Real Sector** | | | | | | | | | | | | |
| **Real GDP** | **0.8** | **4.6** | **2.4** | **3.2** | **4.6** | **6.2** | **0.5** | **2.3** | **-2.6** | **0.5** | **2.0** | **3.7** |
| Traded Sectors | 0.0 | 6.5 | 2.9 | 4.0 | 1.9 | 1.1 | 1.1 | 5.2 | -7.3 | -2.2 | 2.5 | 3.1 |
| Tourism | 3.9 | 9.4 | 1.0 | 1.7 | 2.0 | 6.2 | 0.3 | 9.2 | -5.9 | -2.7 | 7.3 | 7.3 |
| Manufacturing | -2.8 | 6.8 | 8.3 | -0.9 | 3.7 | 3.5 | -2.4 | -0.5 | -8.1 | 0.3 | -0.8 | 1.4 |
| Non-sugar Agriculture & Fishing | -0.4 | 5.3 | 17.9 | 1.5 | -7.6 | -3.3 | 8.5 | 0.1 | -6.0 | -0.6 | 2.2 | -7.9 |
| Sugar | -10.2 | 7.6 | -25.9 | 53.6 | 9.3 | -25.7 | 10.9 | 9.7 | -14.7 | -10.0 | 2.5 | 3.1 |
| Non-Traded Sectors | 1.2 | 3.7 | 2.1 | 2.8 | 5.8 | 8.5 | 0.2 | 1.0 | - 0.5 | 1.6 | 1.8 | 3.9 |
| Retail Price Index | 1.1 | 0.7 | 1.9 | 2.4 | 7.7 | -1.2 | 1.6 | 2.4 | 2.8 | 0.2 | 1.6 | 1.3 |
| Unemployment Rate | 24.3 | 21.8 | 19.6 | 15.8 | 14.5 | 12.3 | 10.4 | 9.3 | 9.9 | 10.3 | 11.0 | 9.8 |
| **The Fiscal Sector** | | | | | | | | | | | | |
| Fiscal Balance (% of GDP) | 9.2 | -1.6 | 1.9 | 2.4 | 0.1 | -0.6 | -2.2 | -1.2 | -3.3 | -6.0 | -2.5 | -2.1 |
| Government Revenue (% of GDP) | 31.3 | 29.8 | 30.9 | 30.3 | 32.7 | 32.5 | 31.5 | 33.4 | 34.3 | 34.1 | 35.1 | 34.0 |
| Government Expenditure (% of GDP) | 31.5 | 31.9 | 30.1 | 33.5 | 33.6 | 33.3 | 33.9 | 34.9 | 37.9 | 40.4 | 38.0 | 36.4 |
| **The Monetary Sector** | | | | | | | | | | | | |
| Credit To Private Sector | 0.9 | 12.2 | 14.9 | 5.3 | 19.5 | 15.9 | 14.8 | 1.6 | 0.3 | 3.4 | 0.9 | 16.7 |
| Domestic Deposits | 0.5 | 12.9 | 7.5 | 19.4 | 12.1 | 4.0 | 9.9 | 9.7 | 6.1 | 10.6 | 10.2 | 10.2 |
| Excess Liquidity Ratio | 8.3 | 5.5 | 8.1 | 12.8 | 14.8 | 8.5 | 3.6 | 7.7 | 10.7 | 17.8 | 21.8 | 17.2 |
| **The External Sector** | | | | | | | | | | | | |
| External Current Account (% of GDP) | 3.8 | 7.6 | 2.5 | 3.6 | -2.2 | -2.6 | -6.0 | -5.7 | -4.3 | -6.7 | -6.4 | -10.6 |
| Retained Imports | 13.5 | 6.5 | 22.6 | 10.1 | 20.6 | 4.6 | 7.9 | 3.0 | -8.2 | 1.1 | 11.5 | 17.8 |
| Domestic Exports | -1.4 | -1.8 | 26.2 | 27.3 | -1.5 | -7.2 | 1.1 | -4.0 | -7.1 | -5.5 | -1.1 | 3.9 |
| External National Debt (% of GDP) | 31.7 | 29.5 | 25.7 | 23.2 | 20.7 | 18.7 | 19.3 | 23.9 | 30.4 | 30.1 | 27.9 | 25.1 |
| External Debt Service Ratio (%) | 12.6 | 9.3 | 8.8 | 11.2 | 8.4 | 7.3 | 8.0 | 6.1 | 5.4 | 7.9 | 8.5 | 6.7 |
| Central Government Debt (% of GDP) | 70.2 | 71.5 | 66.4 | 67.5 | 62.4 | 59.5 | 58.7 | 63.2 | 72.5 | 78.7 | 76.4 | 74.2 |
| Net International Reserves (millions) | 139.4 | 257.6 | 340.6 | 513.8 | 549.9 | 538.8 | 612.6 | 968.6 | 1413.7 | 1366.3 | 1503.3 | 1189.1 |
| Import Reserve Cover (weeks) | 7.4 | 11.6 | 11.8 | 15.2 | 13.7 | 12.7 | 13.6 | 22.2 | 36.7 | 35.6 | 35.2 | 23.7 |

**Source: Central Bank of Barbados**

**TABLE 1.2: Selected Social Indicators For Barbados (1993 - 2004)**

| (% change unless otherwise stated) | 1993 | 1994 | 1995 | 1996 | 1997 | 1998 | 1999 | 2000 | 2001 | 2002 | 2003 | 2004 |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Ranking on the UNDP Human Development Index (HDI) | **n.a** | **n.a** | **27** | **25** | **25** | **24** | **29** | **30** | **31** | **29** | **27** | **29** |
| **Education** | | | | | | | | | | | | |
| Adult Literacy Rate | 97.1 | 97.3 | 97.4 | 97.4 | 97.2 | 97.0 | 97.0 | 98.0 | 98.0 | 99.7 | 99.0 | 99.0 |
| Gross Enrollment: | | | | | | | | | | | | |
| Primary | n.a | 102.3 | 102.6 | 104.3 | 105.2 | 104.3 | 106.4 | 106.0 | 104.6 | 100.0 | 100.7 | n.a |
| Secondary | n.a | 102.1 | 99.6 | 100.2 | 100.3 | 99.9 | 99.8 | 99.3 | 100.0 | 102.6 | 101.6 | n.a |
| **Health** | | | | | | | | | | | | |
| Life Expectancy Rate | 75.7 | 75.9 | 76.0 | 76.0 | 76.4 | 76.4 | 76.6 | 76.8 | 76.9 | 77.1 | 77.2 | 77.2 |
| Mortality Rate | 14.3 | 13.4 | 13.1 | 13.3 | 14.3 | 13.6 | 14.5 | 14.0 | 15.0 | 14.1 | 13.8 | 12.7 |
| Infant Mortality Ratio | 9.8 | 8.5 | 13.2 | 14.2 | 13.2 | 7.8 | 10.0 | 17.0 | 15.8 | 14.4 | 9.9 | 18.4 |
| Maternal Mortality Ratio | **0** | **0** | **0** | **0** | **0.5** | **0** | **0** | **0.8** | **0.2** | **0.3** | **0.5** | **n.a** |
| HIV/AIDS Deaths | 70 | 91 | 112 | 94 | 103 | 114 | 106 | 80 | 95 | 60 | 40 | 11 |
| **Environmental Sustainability** | | | | | | | | | | | | |
| Access to safe drinking water | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 |

**Source: Ministry of Education**
**Ministry of Health**
**United Nations Human Development Report (1993 - 2004)**

# II. ANALYSIS OF OUR PLACE IN THE WORLD

Barbados has earned its place in the world as a premier small island developing state as is evidenced by its successful record of economic performance and social development.

An analysis of Barbados' situation from the geopolitical, social, economic and structural perspectives favours our chances of achieving greater long-term sustainable economic growth and development over the strategic planning period 2005 to 2025.

*Barbados has earned its place in the world as a premier small island developing state*

Barbados is one of 12 Small Island Developing States (SIDS) in the Caribbean Basin. The most easternly of the Caribbean islands, it is approximately 166 square miles (431 sq. Km) with an estimated population of 270,000, making it one of the most densely populated countries in the western hemisphere. The island has no know mineral resources apart from small on-shore deposits of crude oil and natural gas. Despite its small size, Barbados has a relatively high per capita income of approximately US $8,500 making it a middle-income developing country.

Since independence from Britain in 1966, successive governments have sought to diversify the production base of the economy. Given its soil, topography and rainfall patterns, sugar - manufactured from sugar cane - has traditionally been the island's most significant export product. However, during the 1970s manufacturing and tourism emerged as major foreign exchange earners.

Barbados' beautiful beaches and its social stability have been important factors in attracting an increasing number of tourists since the late 1970s. In addition, a relatively stable economic climate has provided an attractive environment for foreign investment and a growing offshore services industry.

Barbados is a member of the major international organisations such as the United Nations (UN), World Health Organisation (WHO), World Bank (IBRD), International Monetary Fund (IMF), Inter-American Development Bank (IDB), International Labour Organisation (ILO) and the World Trade Organization (WTO).

At the regional level, Barbados has been at the forefront of the integration movement. It held the first and only premiership of the West Indies Federation, which was a political union formed in 1958 among former British colonies in the English speaking Caribbean. The Federation collapsed in 1962. In 1968, Barbados and other Caribbean countries formed the Caribbean Free Trade Association (CARIFTA), which was successful to the extent that it solidified trade among its members.

In an effort to deepen regional integration and to expand co-operation in other areas of development, members of CARIFTA signed the Treaty of Chaguaramas in July 1973 to create the Caribbean Community (CARICOM). Currently, countries in the CARICOM region are taking steps to further deepen the integration movement through the creation of a CARICOM Single Market and Economy (CSME). Within the Community, Barbados has been assigned responsibility for overseeing the implementation of the CSME.

In the creation and pursuit of the vision for Barbados, it is important that we harness our strengths, exploit all opportunities, minimise our weaknesses and mitigate the impact of threats emanating from the internal and external environment.

## STRENGTHS AND OPPORTUNITIES

### STRENGTHS

*Barbados has a relatively comprehensive social safety net*

1. **Political stability**: This stability is reflected in the uninterrupted practice of representative government since 1639, upon which post-colonial Barbadians have built a remarkable and cohesive democratic system, which compares favourably with world-class standards. Barbados' political stability has been reinforced since 1993 by the establishment of a unique, well-developed Social Partnership comprising Government, the Private Sector and Labour.

2. **Justice and legal system**: Barbados has a well-developed, judicial and legal system in which fundamental human rights, civil liberties and respect for the rule of law are strongly upheld.

3. **Social cohesion**: A very high level of social cohesiveness characterises the island's population. There is in place a network of social organisations (sports clubs, community clubs, interest groups and churches) that fosters this cohesiveness.

4. **Social safety net:** Barbados has a relatively comprehensive social safety net which caters to its citizens from birth to death. There are several agencies that execute this important work.

5. **Education**: Barbados, with a literacy rate of 99 per cent, possesses one of the most comprehensive educational systems in the developing world. Education is compulsory to age sixteen and free at the primary, secondary and tertiary levels. Educational

opportunities range from pre-school to university education, and include vocational and technical training, as well as special schools for the mentally and physically challenged.

6. **Macroeconomic stability**: Barbados has an enviable record of macroeconomic stability as a result of prudent fiscal, monetary and prices and incomes policies. The Barbadian dollar has maintained a fixed parity with the US dollar since 1975. There has also been a low and stable rate of inflation, relatively low unemployment, a reasonably equitable distribution of income and an AA- credit rating as at mid-2004 by Standard and Poor's Credit Rating Agency.

7. **Infrastructure**: Barbados has a relatively well-developed infrastructure of public buildings, airport, seaport, road network, telecommunications, water, electricity, and pipelines for the delivery of natural gas.

8. **Competitive investment incentive regime**: Barbados possesses a competitive regime for the attraction of foreign investment, especially in the area of international business services.

9. **Ambiance**: An excellent tropical climate, clean white beaches, blue water, developed coral reefs and a friendly population make Barbados particularly attractive to tourists.

***Barbados has a relatively well-developed infrastructure of public buildings, airport, seaport, road network, telecommunications, water, electricity, and pipelines for the delivery of natural gas.***

## OPPORTUNITIES

*Market unification offers opportunities for economies of scale and scope*

1. **New export opportunities through increased access to global markets:** Trade liberalisation provides Barbados with new market opportunities in a wide range of services and products for which we have a competitive advantage, particularly in the Americas and within CARICOM.

2. **Increased access to investment resources:** Globalisation and liberalisation of trade and finance provide new and increased access to both portfolio and foreign direct investment.

3. **Strengthening of intersectoral linkages:** Domestic sectors can strengthen their productive capacities through intersectoral linkages.

4. **Agricultural diversification:** Opportunities lie in the production of high-valued products, such as West Indian Sea Island Cotton products, specialty sugars and other high-value products based on sugar cane, organic and gourmet foods, use of bio-technology and the tapping of ethnic markets abroad.

5. **Benefits from market unification**: Market unification offers opportunities for economies of scale and scope, thereby facilitating greater efficiency, growth and profitability to Barbadian businesses, lower prices to its consumers and increased consumer welfare.

   The unification of regional capital markets provides the opportunity for increased market capitalisation thereby allowing the Barbados Stock Exchange to realise significant expansion. This would enhance capital market efficiency by channelling investment to the areas of greatest return.

6. **Reduced transaction cost of business**: Globalisation, which has led to the enhancement of information technology and e-commerce, offers greater opportunities to Barbadian businesses and consumers through reductions in transaction costs and prices.

7. **Business innovation:** The increasing diversity of market requirements presents new opportunities for business innovation and an expansion in production capacity.

8. **Access to employment overseas:** Globalisation, trade liberalisation and the formation of the CARICOM Single Market and Economy will create greater opportunities for Barbadian nationals to access employment overseas.

9. **Enhanced capacity to accelerate Barbados' human resource development thrust:** A greater opportunity exists to use diplomatic and economic relations to develop Barbados' human resources. There is also the opportunity to develop the human resources through the enhanced capacity to use highly developed telecommunication networks and information technology to access and encourage distance or home-based learning/training.

## *WEAKNESSES AND THREATS*

### *WEAKNESSES*

*The Barbadian economy possesses the characteristics of Small Island Developing States making it vulnerable to external events.*

1. **Vulnerability**: The Barbadian economy possesses the defining characteristics of Small Island Developing States (SIDS), which make it especially vulnerable to external events. These special and peculiar structural and institutional characteristics impact on our macroeconomic fundamentals, economic sectors and individual units in the society. These characteristics also impact structurally on the process of economic growth, constrain our ability to compete and limit our capacity and speed to undertake adjustment and transformation in the structure of the economy.

   The most serious vulnerabilities for Barbados are:

   (a) Exposure to hurricanes.
   (b) Limited land and natural resource base.
   (c) A fragile marine ecosystem.
   (d) Limited economic diversification and a high degree of economic openness, with foreign trade accounting for more than two-thirds of GDP.
   (e) High cost of infrastructural services relative to the population and the tax base.

2. **Lack of economies of scale and scope**: Our small size has made it difficult to realise economies of scale and scope especially in industry and agriculture. Relatively high labour and operating costs also act as a constraint on doing business in Barbados.

3. **Market imperfection**: There is a high incidence of monopolistic and oligopolistic behaviour in our domestic markets. Financial markets, in particular, are narrow and shallow and, as such, limited in their capacity to absorb domestic and external shocks. These market imperfections suppress efficiency and competitiveness, leading to higher production costs and prices, sub-optimal quality of service delivery and reduced consumer welfare.

4. **Public Sector bureaucracy**: According to the "White Paper on Public Sector Reform of the Ministry of the Civil Service," the Public Sector is characterised by over-centralisation and over-dependence on rigid regulations.

*There is increasing evidence of loss of international competitiveness*

5. **Limited capacity in the Public Sector**: The Barbados Public Sector is operating within the same modalities as it has for over the last 30 years, while the economy has grown significantly and society has become infinitely more complex. In addition, this has contributed to general tardiness in the implementation processes.

6. **Weak entrepreneurial culture**: There is a low level of entrepreneurship, with Barbadians generally disinclined to take business risks and to turn innovative ideas into enterprises. In addition, there is very limited institutional capacity.

7. **Paucity of research, development and innovation:** There is a general lack of intensity and continuity in research and development in the areas of enterprise development, product development and ideas development.

8. **Weak management tradition**: Managerial practice and technology lag behind international standards in the private and public sector.

9. **Poor maintenance of infrastructure:** There is a lack of adequate maintenance of government property, water works and roads. Sections of the island's road network are in a state of disrepair, traffic congestion is severe and traffic accidents are on the increase.

10. **Loss of competitiveness:** There is increasing evidence of loss of international competitiveness, especially in the manufacturing and agriculture sectors.

11. **Lack of food security:** As a physically small developing country with limited capacity for producing food to satisfy domestic demand, Barbados is categorised as a Net Food Importing Developing Country.

12. **Demographic trends:** Barbados has an ageing population with almost zero growth. This means that the work force will be required to support an increasing number of retired persons. Our ageing population therefore makes for a large dependency ratio.

## *THREATS*

*HIV/AIDS ... poses a serious threat to our youth, to the most productive elements of our labour force*

1. **Trade liberalisation:** This poses a number of competitive challenges to Barbados, especially in the sectors of manufacturing and agriculture because of the availability of cheaper imports. There is also a loss of our preferential market access, particularly for raw sugar.

2. **Financial and capital market liberalisation:** This presents a challenge to Barbados' fixed exchange rate regime and the degree of monetary autonomy. In addition, it provides greater avenues for money laundering and other financial crimes.

3. **Global degradation of the environment:** Greenhouse gas emissions contribute to global warming which has a very negative effect on our climate. The rise in sea levels is a distinct possibility with frightening adverse impacts for small island states such as Barbados. Barbados' marine ecosystem is also threatened by the passage of radioactive materials through the Caribbean Sea.

4. **HIV/AIDS, chronic non-communicable diseases, rising crime and drug abuse:** These pose a serious challenge to the development of social capital, the linchpin of further economic growth.

   **HIV/AIDS** is undoubtedly the most critical health issue facing Barbados. This pandemic poses a serious threat to our youth, to the most productive elements of our labour force, and to our established social capital formation. HIV/AIDS can reduce productivity, national savings and investment. It can also negatively impact on foreign investment, tourist arrivals and foreign exchange earnings.

5. **The emergence of an international political order based on unilateralism and the use of war**: This creates a climate of uncertainty that is particularly threatening to small countries. One example is the harmful tax competition issue in which the OECD

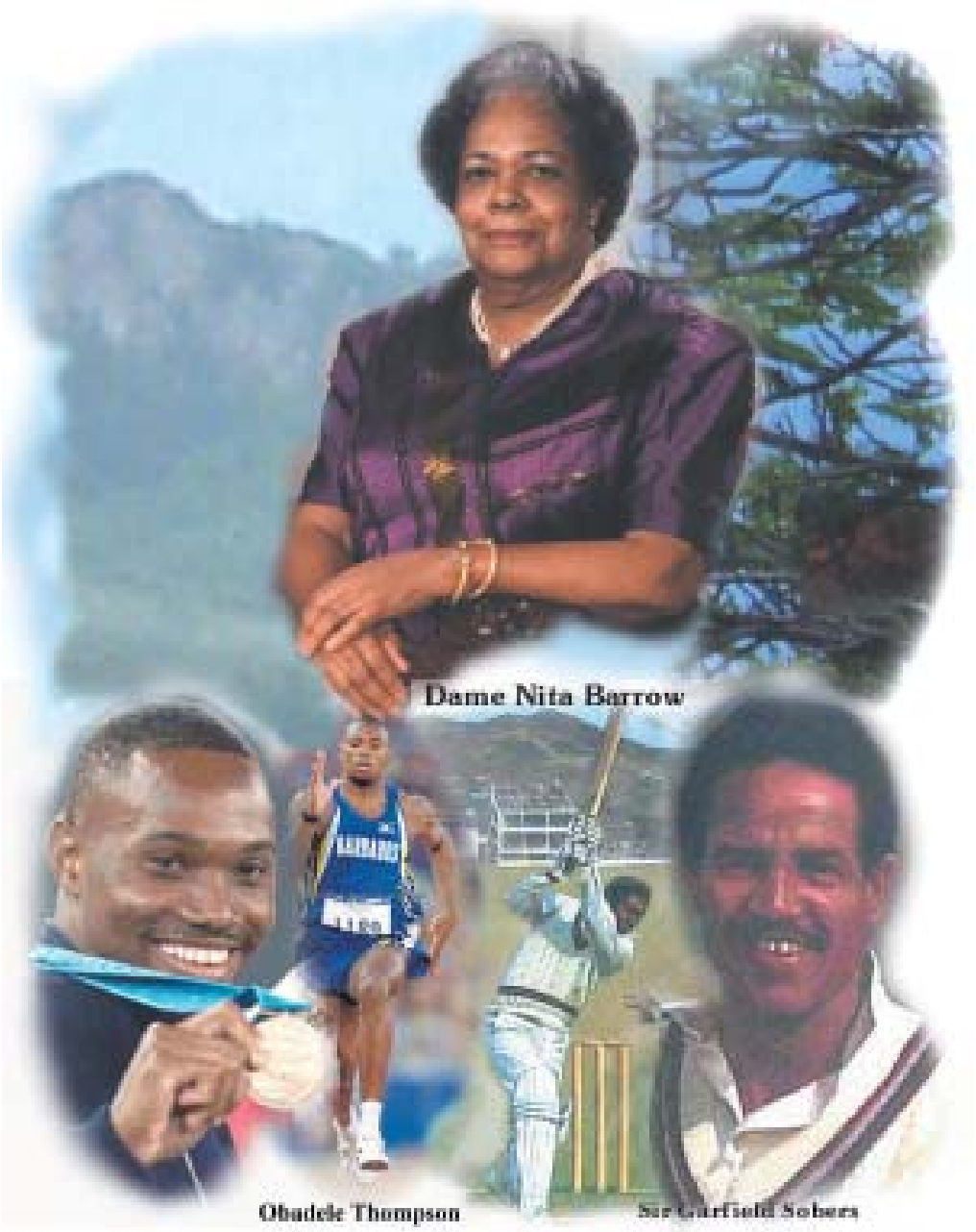
initiatives continue to pose a severe threat to our international business and financial services.

The foregoing analysis has substaintially informed the formulation of the goals, objectives and strategies presented in this Plan.

## III. THE THEME

# *"GLOBAL EXCELLENCE, BARBADIAN TRADITIONS"*

The theme "**Global Excellence, Barbadian Traditions"** conveys the message of a Barbados that is a successful and globally competitive society, fully integrated into the world economy but at the same time capable of preserving and strengthening its own identity, enterprise, national sovereignty and traditions.



## IV. CORE VALUES

These core values provide an ethical framework for the transformed Barbadian society we envisage. They exemplify the best of the Barbadian identity; they have served us well in the past and will continue to do so in the future. Many of them are anchored in our National Anthem. These values are:

*Friendliness*
*Confidence*
*Steadfastness*
*Pride of Nationhood*
*Industry*
*Loyalty*
*Faith in God*
*Strength and Unity*
*Excellence*
*Family Values*
*Independence*
*Discipline*

## V. THE VISION

***"A fully developed society that is prosperous, socially just and globally competitive".***

The fully developed Barbados that we envision by 2025 will be:

- A society driven primarily by a services economy fuelled by a steady rate of export growth, with a state-of-the-art information and communications technology infrastructure, a high savings rate, widespread material prosperity, full employment, an equitable distribution of income and wealth and an enhanced quality of life.

- A premier world tourism destination and a centre for high quality financial, information and other services augmented by reinvigorated manufacturing and agricultural sectors.

- A society that places people at the centre of development and, through economic enfranchisement offers each and every individual the freedom and opportunity to develop their talents to their full potential.

- A society symbolised by creativity, innovation, industry, productivity, entrepreneurship and intellectual excellence, in which all enjoy a rich cultural, social and economic life.

- A society that is an integral part of the Caribbean family of nations.

- A truly literate society whose people are educated, rounded human beings, possessed of sophisticated skills and so imbued with social justice and equity that no one is left by the wayside.

- A sustainable society that co-exists in harmony with a beautiful, clean and healthy physical environment and physical infrastructure, and whose people enjoy good health and high life expectancy.

- A society of religious and enduring moral values, diversity and tolerance, imbued with a strong sense of public spiritedness and an abiding sense of trust and community.

- A fully democratic society with enhanced freedoms and rights for all and governed by the rule of law, in which citizens participate in self-governance and enjoy a rewarding public life.

- A society of order, self-discipline and respect for the law, relatively free from the scourges of illegal drugs, corruption, crime and violence.

## VI. STRATEGIC GOALS

As Barbados arrives at a turning point in history, the world is engulfed in change. Old arrangements are breaking down; new ones are emerging. The era of inward-looking protection is over. The age of global competitiveness is upon us. Barbadians must show unity of purpose, strength of conviction and clarity of vision, if we are not merely to survive but also to prosper.

At present Barbados faces two broad challenges:

- Unleashing the full potential of its people and securing the wholehearted commitment of all generations, classes and races to building a prosperous, peaceful and inclusive Barbados.

- Re-positioning Barbados competitively, and in a way that preserves our Barbadian identity, in the new global economy.

*We must engage in a great transformation of our society that places people at the centre of our development.*

To meet these challenges, we must engage in a historic and strategic transformation of our society. The old paradigm of our development has served us well. Barbados is recognised internationally as one of the most politically stable and best-managed developing countries. The old paradigm has brought us to the stage where we enjoy the standard of living of a middle-income country.

We have, however, reached a point in the history of our nation where we must now strive for even higher levels of development. In order for us to achieve our vision, we must embrace new approaches to development and new technologies to realise the full potential of all Barbadians.

This point in our history coincides with profound changes in the world, leading to the emergence of a new global economy which has the potential for either tearing apart the social fabric of nations or for expanding the world's wealth and lifting all mankind to a new level of prosperity.

It is therefore not possible to go forward by simply varying our path of development. A chasm cannot be crossed by small steps. **We must engage in a great transformation of our society that places people at the centre of our development.**

Barbadians are blessed with the gift of adaptability. It has served us well in the past. We must now build the future on the best of the past. If we do that successfully, Barbados will take its place with confidence as a fully developed centre of high quality, high value services in the new global economy.

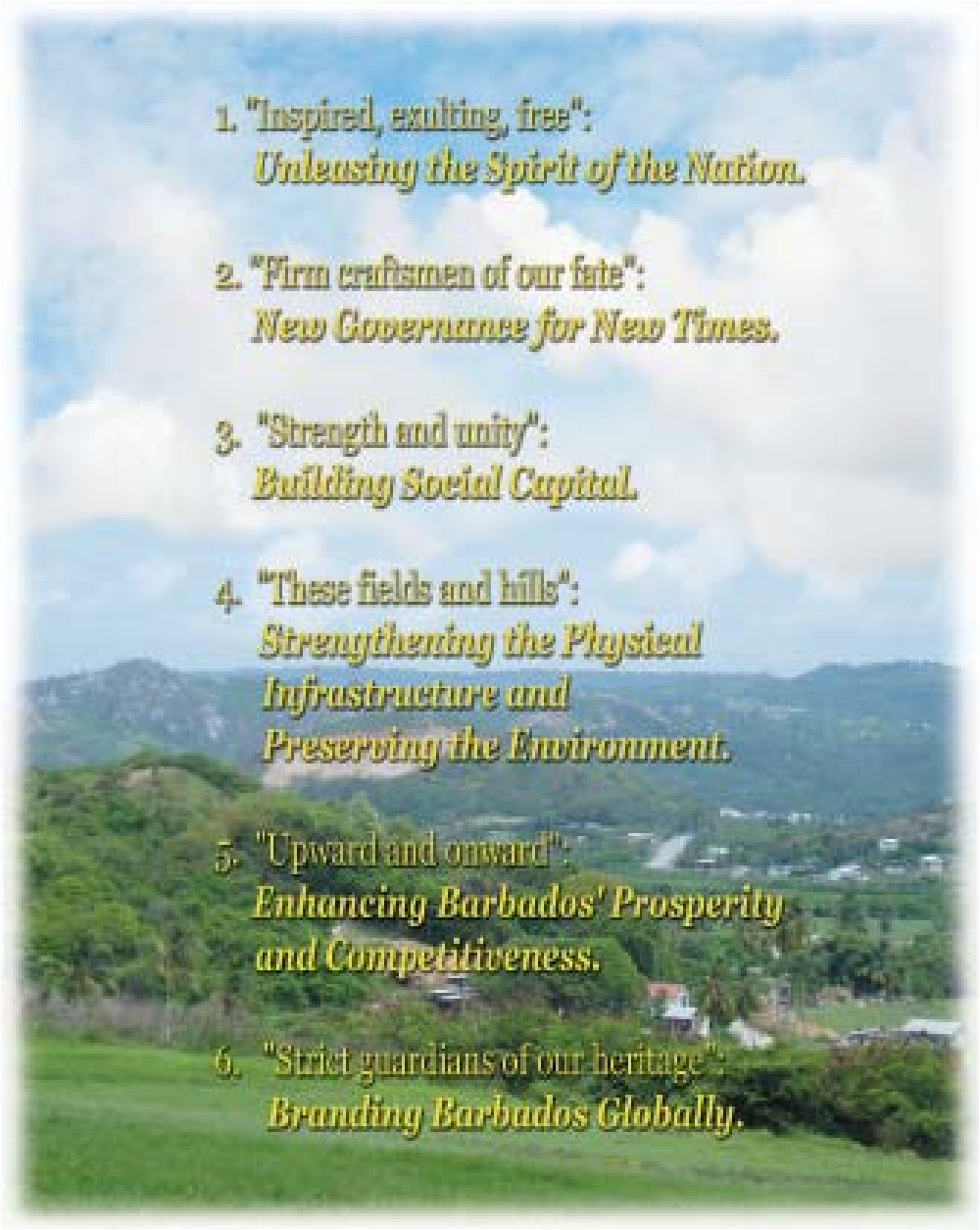
Re-committing ourselves to nation building and creating social capital is as vital to development as is economic restructuring to engaging the new global circumstances.

*A bright and realisable future beckons us.*

We are on the cusp of the creation of a cohesive, developed society. A bright and realisable future beckons us. We must unlock the tremendous potential within ourselves.

We must become globally competitive, while preserving and strengthening our Barbadian identity and enterprise.

The broad goals for achieving our national vision are as follows:



## GOAL ONE: "Inspired, exulting, free": *Unleashing the Spirit of the Nation.*

Independence has to be seen not just as a one-off political event, but also as a continuing national mindset that reflects the values and identity of the people.

Independence in 1966 was a constitutional break from British colonialism, which embraced political, social and economic arrangements that were a necessary and, at the time, wise compromise. These arrangements resulted in consistent progress and solid achievements, including a high level of material prosperity. They have, however, run their course. Now they largely act as a constraint on further development.

The people are now ready to move forward: to engage in a society-wide cultural transformation - a mental emancipation - that will reinforce Barbadian values and national identity, and that will act as a catalyst for propelling Barbados into the 21st century as a fully developed society.

*Now is the time for harnessing the energies and values of all in the service of a twenty-first century Barbados.*

We have progressed from dependence to independence; now we go forward to inter-dependence.

Success in the new global economy will require greater self-reliance, social cohesion, national commitment and a strong sense of identity. The legacies of colonial dependency must be transcended.

The old paradigm whereby the state was perceived as 'belonging' to the black community while the white community and other minorities functioned exclusively in the private economy is now bankrupt. In recent years there appears to be an increasing dependency on the State rather than on self. Traditional values of independence, self-reliance and thrift must therefore be re-emphasised.

Now is the time for forging a cohesive, self-reliant society that goes beyond the constraints of race, class and generation; a society in which individuals guard their rights zealously and accept their responsibilities eagerly.

There has to be a renewed effort at creating greater equity and social justice, strengthening national identity, and at building a truly inclusive society of genuine opportunity for all. Restoring optimism among the poor is as critical as energising the rich to take risks and to invest.

Now is the time for harnessing the energies and values of all in the service of a twenty-first century Barbados. In the words of our National Anthem, "Inspired, exulting, free," let us unleash the spirit of the nation; let us unleash the creativity of all Barbadians.

## GOAL TWO: "Firm craftsmen of our fate": *New Governance for New Times.*

The Barbados Constitution has served us well, but a constitution must be open to change, a living document evolving to meet new times and one that faithfully reflects the values of the people for whom it is the supreme law.

Now is the time for tailoring our constitutional clothing to suit our own circumstances as we move forward to become a fully developed society.

We must "Barbadianise" our Constitution fully so that the head of state and the court of final appeal no longer depend on the former colonial power.

We must also modernise and adapt parliament, our electoral system, and our political party system to the new global and domestic realities, as well as ensure greater popular political participation through, among other things, empowerment of our communities.

*...it will be necessary to transform, not only the Barbadian society and economy, but also the way we govern ourselves.*

We must strengthen the Social Partnership institutionally and anchor it in the Constitution.

But we must go far beyond that.

In order to equip Barbados to function in the new global economy, it will be necessary to transform, not only the Barbadian society and economy, but also the way we govern ourselves. We will need a new paradigm of governance that speaks not just to the government of the society but also to governance in the society.

At the heart of the new arrangements for governance must be greater transparency and accountability, based on a heightened sense of trust, not only in the public sector, but also in the corporate sector and civil society.

The Barbadian state in an era of globalisation will have an important role to play both in the society and the economy.

The state has the critical functions of ensuring equity and social justice; of strengthening national identity; of building social capital; of guiding the creation of an appropriate infrastructure for the new information economy; and of playing an entrepreneurial role by partnering with the private sector in productive investment where cost may be too high and returns too low for private enterprise to do it alone.

At the same time the state need not itself carry out all the functions of governance, but it must, as an enabler, ensure that these functions are carried out in an efficient and cost-effective manner and with transparency and accountability.

It is also important to ensure that there is a fit between the critical functions and stated priorities of government and the allocation of resources among the different entities of government.

The public service must be a catalyst for change. It is essential that public sector reform goes far beyond its present scope to embrace a radical overhaul of the administrative machinery of government.

*Civil society must also be strengthened as a critical part of governance.*

Civil society must also be strengthened as a critical part of governance. Non-governmental organisations (NGOs), single interest groups, faith-based organisations and community–based groups will have increasingly important roles to play in the governance of our society which must be characterised by higher levels of self-reliance, less dependence on the state and greater diversity and tolerance.

## GOAL THREE: "Strength and unity"
## *Building Social Capital.*

Ideas, creativity and innovation drive the information economy. This places people at the heart of the process of development, as both agents and objects of development. Development theorists worldwide now recognise that people, indeed, social capital are critical to economic growth and development.

There are two important aspects of social capital: creating the human resource for a knowledge-based, skill-intensive services economy, and creating the values of trust, moral obligation, duty towards family and community, cooperation, discipline and respect for the law that are crucial to any society's successful development.

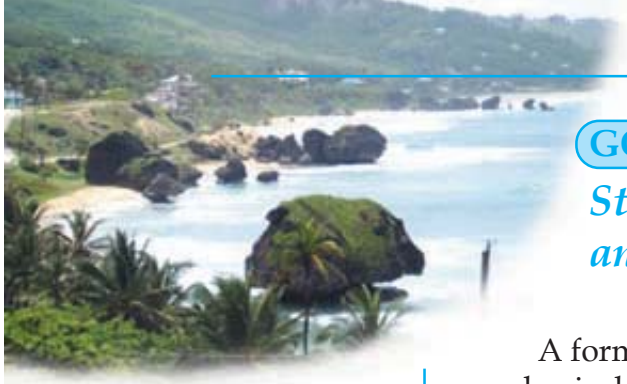
Both aspects place a premium on education and training, as well as on creating the social and cultural conditions in which all members of the society can realize their full potential.

*people, indeed, social capital are critical to economic growth and development.*

A small country must use all the talents of its people. No one must be left behind; none marginalised; each one has a part to play in transforming Barbados into a fully developed society.

The key to unlocking the productive potential of Barbadians is a continued revolution in education from the nursery to the tertiary level with the aim of maximising educational opportunities for all Barbadians. All Barbadians must be involved in lifelong learning.

Economic success now depends more than ever on intellectual capital, self-confidence and belief in oneself.



## GOAL FOUR: "These fields and hills"

## *Strengthening the Physical Infrastructure and Preserving the Environment.*

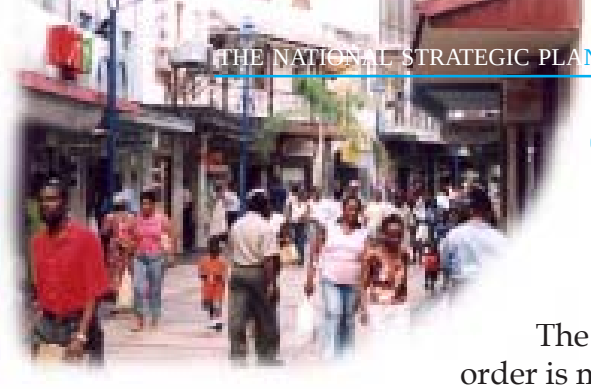
A formidable challenge that we face is to expand and enhance our physical infrastructure while at the same time preserving our environment. Creative ways of meeting this challenge will have to be found as we seek to advance our economic and social development.

As a small island with limited natural resources and high vulnerability to natural hazards, physical and environmental planning and solid waste management are just as critical as economic and social planning. In the past we have done this; as we go forward however, we have to be more systematic and forward looking in our planning. We have to develop our physical infrastructure for economic and social purposes, while at the same time preserving our natural surroundings. It is only on this basis that we can build environmental and social resilience, ultimately limiting the threats to our economy.

*We have to develop our physical infrastructure for economic and social purposes, while at the same time preserving our natural surroundings.*

In this regard, our road network needs to be upgraded, our water supply augmented, our energy resources diversified, and environmental degradation and threats eliminated.

We must all work together to ensure that our goal of strengthening our physical infrastructure and preserving our natural environment is accomplished.



## GOAL FIVE: "Upward and onward": *Enhancing Barbados' Prosperity and Competitiveness.*

The world is in the midst of unprecedented change. The old order is metamorphosing into a new one. The emergence of a global economy, powered by the revolution in information and communications technology, heralds a new phase in the history of mankind, one that is both full of promise and peril. The very nature of work is changing. Relations between nations are being re-ordered through the processes of liberalisation and globalisation.

Previously, Barbados was incorporated into the international system on passive terms that were not our own. Our economy was geared to producing agricultural and manufactured products for preferred markets and was the recipient of concessionary financing for development.

*... it is now conceivable that a society as small, as fragile, and as vulnerable as Barbados can become a fully developed society.*

All that has changed. Barbados is now being required to compete without the benefit of special preferences in the new global economy.

It is therefore essential that we now integrate Barbados into the global economy **on terms crafted by us to reflect our needs as a sovereign nation.**

We must maintain a vigorous presence at all the relevant trade negotiations whether at the World Trade Organisation, with the European Union, the Free Trade Area of the Americas or within CARICOM. In addition, with trade liberalisation and economic integration, our investment opportunities lie as much in the Caribbean and the Americas as in Barbados.

The information age places a premium on knowledge and social capital that favours small countries as much as large ones. For the first time, it is now conceivable that a society as small, as fragile, and as vulnerable as Barbados can become a fully developed society.

The information revolution, by heralding the 'death of distance', has revolutionised the whole idea of what constitutes a nation's domestic market. Barbados has a large Diaspora, so that citizenship is a function not just of domicile but also of commitment.

The Barbadian economy has undergone significant diversification from an agrarian to a services economy, with tourism and international business and financial services being the principal sources of foreign exchange earnings. Tourism, which is the mainstay of our economy, is one of the fastest growing economic activities in the world, and it is one in which Barbados is competitive. Coupled with other services, tourism holds bright prospects for Barbados.

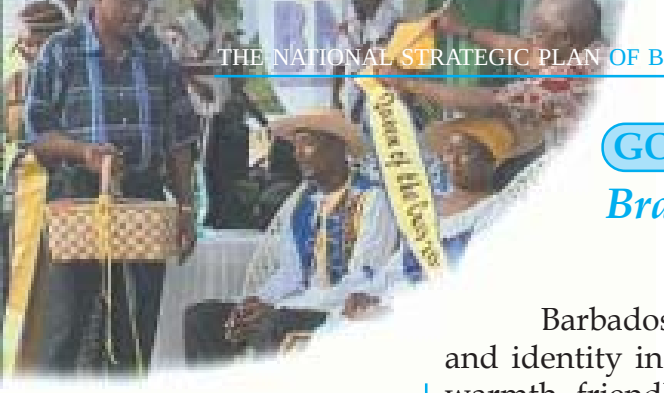
We cannot rest on our laurels. We must undertake an even more rapid and radical transformation of our economy. We have, as a country, to continuously identify and exploit those areas of economic activity that are viable and competitive, and that can contribute to sustained growth, employment and the reduction of poverty.

We must exploit every opportunity for the export of services.

*We have to be globally competitive*

What is needed at this juncture in our history is the radical transformation of Barbados that equips us to compete in the new global economy while preserving and strengthening our national identity.

We have to be globally competitive, but we have to do it the Bajan way.



## GOAL SIX: "Strict guardians of our heritage": *Branding Barbados Globally.*

Barbados, since its independence, has had a respected image and identity in the world. This relates, among other things, to the warmth, friendliness and industriousness of our people; education; its natural beauty; its prowess at cricket; prudent and skilful management of the economy and good leadership; political stability, long parliamentary tradition, democratic governance and, more recently, the Social Partnership.

Barbados is recognised internationally, as United Nations' Secretary General Kofi Annan observed, as 'punching above its weight'.

This image is a major national asset and constitutes in the public imagination a sort of trademark or brand. It is celebrated domestically as the 'Bajan Way' and recognised regionally and internationally as the 'Barbados Model'.

*... identify, sharpen and unify that positive 'brand image' of Barbados*

One of the ways of asserting leadership in the global economy is to identify, sharpen and unify that positive 'brand image' of Barbados and use it to market Barbados politically, culturally and in the areas of our greatest economic strength, tourism and international business and financial services. In other words, "Brand Barbados Globally".

The Barbados Model can capture the global imagination and establish Barbadian leaders as intellectual pioneers. We have a duty to show others how a small country can be successful and yet retain its identity.

# VII. NATIONAL OBJECTIVES, STRATEGIES AND TARGETS

Fundamental to attaining the goals of this National Strategic Plan is a carefully planned programme of national objectives, strategies and targets. The national objectives, strategies and targets that will ensure the achievement of each broad goal are presented below. Together, these embrace the essence of what must be done over the next 20 years towards the realisation of the national vision of becoming a fully developed society.

Government Headquarters
Barbados

## GOAL ONE: "Inspired, exulting, free":

## *Unleashing the Spirit of the Nation.*

*We must reinforce who we are in order to overcome the challenges of global change.*

**OBJECTIVES**

1.1 To Strengthen the National Identity.
1.2 To Reaffirm Self-reliance, Pride and Adaptability.
1.3 To Build Social Cohesion.
1.4 To Ensure Social Justice.
1.5 To Facilitate Self-Expression, Creativity, Personal Development and Self-Actualisation.

**Objective 1.1**

### To Strengthen the National Identity

**Explanation:**

The identity of a people is rooted in its history, language and culture. Culture is therefore a key part of our ability to transform ourselves. We must reinforce who we are in order to overcome the challenges of global change.

**Strategies:**

1.1 Conduct a multi-media, multi-event national campaign to re-kindle the spirit of nationhood and to celebrate the deepening of our independence.

*... promote and celebrate the history of Barbados and what it means to be Bajan.*

1.2 Foster in each Barbadian the self-confidence to seize the opportunities offered by the knowledge-based economy.

1.3 Strengthen existing symbolic nation-building events such as Emancipation Day; July 26th and National Heroes Day, and identify and create others, as a way of forging a cohesive national identity that brings together classes, races and generations.

1.4 Promote a greater awareness of African cultural heritage among all Barbadians in such a way as to build social cohesiveness and strengthen national unity and identity.

1.5 Use culture, including the arts and the media, to make nationalism a driving force in our development and to instil the values, norms, commitment and sense of identification necessary to effect the desired transformation of our society.

1.6 Create a national think-tank to engage in continuous visionary thinking and strategic analysis of the Barbadian, regional, hemispheric and global environment.

1.7 Develop a national education programme to teach, promote and celebrate the history of Barbados and what it means to be Bajan.

1.8 Strengthen the institutions that promote Barbadian culture and agencies responsible for community development.

1.9 Develop programmes that promote a strong and healthy family life and adherence to traditional moral and ethical values.

1.10 Enhance the collection and preservation of tangible and documentary knowledge of local heritage for future generations through the improvement of the capacities of national repositories.

**Targets:**

1.1 Three public awareness seminars each year.

1.2 National think-tank created by 2008.

1.3 Increase in cultural industries, particularly in the areas of theatre, film and fashion.

**Objective 1.2**

## To Reaffirm Self-reliance, Pride and Adaptability.

**Explanation:**
Self-reliance, pride and adaptability have characterised Barbadians throughout our history. We must reaffirm these virtues in the course of transforming the nation.

**Strategies:**

1.1 Fortify and enhance the spirit of self-reliance, pride and enterprise throughout the entire nation and empower communities so that they may continue to use their own resources to uplift themselves.

1.2 Instil throughout our nation positive attitudes to work, savings and investment, and spread the message that quality of life is something that must be earned.

*Develop programmes that empower all persons in the society.*

1.3 Re-design our social services so that they remove any remaining forms of dependence and create a fully self-reliant system that is well integrated, people-centred, and cost effective.

1.4 Reform the political system to give communities and civil society organisations greater scope to develop and to undertake, or contribute to, initiatives which are beneficial to them.

1.5 Encourage enterprise development, entrepreneurship and self-employment.

1.6 Encourage greater participation in institutions designed to build character and promote nation building.

1.7 Develop programmes that empower all persons in the society.

1.8 Develop stronger partnerships between the state and communities.

1.9 Promote and engender pride in the use of indigenous products.

**Targets:**

1.1 Significant expansion in education and awareness programmes that promote self-reliance in Barbadians of all ages.

1.2 Significant increase in the membership and asset-base of credit unions and co-operative societies.

1.3 Significant reduction in the number of persons reliant upon the state for welfare services.

1.4 Significant expansion in self-employment.

**Objective 1.3**

## To Build Social Cohesion.

**Explanation:**

All races, the rich and the poor, and the young and the old must come together in order to harness the energy and creativity of all Barbadians, and to create the trust and cooperation that are essential to the development and maintenance of social cohesion.

*Find creative ways of reconciling differences of class, race and generation*

**Strategies:**

1.1 Find creative ways of reconciling differences of class, race and generation through social interaction, shared activities and a shared vision of Barbados.

1.2 Create a dynamic, vibrant and extended public space where different groups, generations and classes can mingle in physical and social activities so as to create mutual respect, tolerance and build community.

1.3 Break down the old paradigm of the black community functioning in the public sector and political life, and the white and other minorities in the private sector, and ensure that there is a welcoming and enabling social and economic environment that embraces diversity.

1.4 Promote, through education and culture, the values and attitudes necessary for building trust and social cohesion.

1.5 Enhance social interaction and trust by ensuring that housing in Barbados embraces all income groups and has community facilities.

1.6 Create avenues at the national level for different groups, races, generations and classes to present their views and concerns and to encourage healthy and constructive debate on such matters to facilitate trust and an appreciation of diversity.

1.7 Re-develop and upgrade all depressed urban and rural communities.

1.8 Find innovative ways of fully integrating the differently-abled into all spheres of economic and social activity.

1.9 Undertake appropriate programmes to facilitate the re-integration into society of persons who have served prison sentences.

**Targets:**

1.1 Substantial increase in the extent of social interaction between races and classes.

1.2 Significant increase in the number of community-based groups and organisations.

1.3 Sustantial increase of differently-abled persons in the workforce and in self-employment.

*Promote the economic enfran-chisement of ordinary Barbadians*

**Objective 1.4**

## To Ensure Social Justice.

**Explanation:**

For a society, however wealthy, to survive without coercion there must be social justice. The spirit of nationhood is weakened when citizens do not perceive that there is equity, justice and opportunity for all.

**Strategies:**

1.1 Use the law creatively as a tool of social and economic empowerment sensitive to the cultural realities of Barbados so that we create a society of greater equity, justice, tolerance and genuine opportunity for all.

1.2 Ensure that legal justice and social justice coincide so that people perceive that there is fairness in society. This requires the fair and impartial application of the law, while ensuring not only access to justice for all but the timely dispensation of justice.

1.3 Promote the economic enfranchisement of ordinary Barbadians so as to allow them to take part in the mainstream of economic life in the country. The conditions necessary to ensure access to, and ownership of, capital by ordinary Barbadians must therefore be created.

1.4 Eradicate material poverty and the marginalisation and stigmatisation of the poor through an expanded range of new social and economic opportunities.

1.5 Ensure that the rights of all, particularly the differently-abled and other vulnerable groups, are clearly articulated and protected in all aspects of our society.

1.6 Ensure that there is greater transparency and accountability in the business community so that all Barbadians can be confident that they have equal access to, and opportunity in, private enterprise.

1.7 Determine the appropriate uses of land in light of the rules of the new global economy and the traditional sensitivities of Barbadians to ownership of, and access to, land.

*Ensure that the rights of all... are clearly articulated and protected*

1.8 Address the concerns of the youth, especially the undereducated, unemployed and at-risk groups, so as to bring them into the mainstream and give them a strong stake in the society.

1.9 Develop forums for dealing with perceived social injustices.

1.10 Conduct an education awareness drive to educate all Barbadians of their fundamental rights and responsibilities under the Constitution.

1.11 Continue to support the development of an independent and responsible media.

**Targets:**

1.1 An enhanced position of Barbados on the Rule of Law Index.

1.2 Expansion in the provision of free legal services by 2010.

1.3 Integrity legislation developed by 2008.

1.4 The review and revision of all laws that still provide for the stigmatisation of the poor and disadvantaged by 2010.

**Objective 1.5**

## To Facilitate Self-expression, Creativity, Personal Development and Self-actualisation.

**Explanation**:

An important aspect of unleashing the spirit of the nation is providing the environment for the emotional, cultural and creative development of the society.

**Strategies**:

1.1 Create and enhance conduits for self-expression and personal development by developing the arts and cultural industries.

1.2 Develop an environment conducive to creative expression in other aspects of life, such as in business endeavours and interactions with civil society.

*Develop an environment conducive to creative expression*

**Targets:**

1.1 Significant increase in the number of artistes.

## GOAL TWO: "Firm craftsmen of our fate":

### *New Governance for New Times.*

*Reinforce the Social Partnership*

**OBJECTIVES**

1.1 To Strengthen the Constitution.
1.2 To Enhance Popular Political Participation.
1.3 To Strengthen Civil Society.
1.4 To Remodel the Public Service.
1.5 To Protect our Nation.
1.6 To Maintain Harmonious Industrial Relations.

**Objective 1.1**

### To Strengthen the Constitution.

**Explanation:**

The Constitution is a living document that must be open to change.

**Strategies:**

1.1 Make the constitutional changes to achieve a Republic with a Barbadian Head of State; a reform of the electoral and political party system, the executive, legislature and the judiciary, and a strengthening of democratic governance.

1.2 Reinforce the Social Partnership by strengthening its institutional capacity and by anchoring it in the Constitution.

**Targets:**

1.1 Revised Constitution in place by 2006.

1.2 Additional social partnership arrangements.

**Objective 1.2**

## To Enhance Popular Political Participation.

**Explanation:**

A small country like Barbados offers exciting possibilities for increasing the participation of the people in the political process.

**Strategies:**

1.1 Take initiatives to strengthen popular political participation through the empowerment of communities.

1.2 Strengthen the political party system.

1.3 Provide increased avenues for discussion of current and topical issues and matters of interest, such as town hall meetings and the effective use of new and traditional information and communications technology.

*Re-kindle the interest of the youth in civic matters*

1.4 Re-kindle the interest of the youth in civic matters through educational and other programmes.

**Targets:**

1.1 90% voter turnout by 2025.

**Objective 1.3**

## To Strengthen Civil Society.

**Explanation:**

Representative democracy is buttressed by a strong and healthy civil society.

**Strategies:**

1.1 Make governance more transparent and accountable in the public sector, civil society and the business community.

1.2 Promote the role of the private sector, trade unions, non-governmental organisations and civic-based organisations in transparent and accountable governance.

1.3 Enhance the independent role of the media and ensure greater access to information.

1.4 Facilitate the integration of civil society into all spheres of activity in Barbados, as well as in the country's interactions at the regional and international level.

1.5 Equip civil society with the tools necessary to contribute in a substantive way to national decision-making and the implementation of national initiatives.

1.6 Assist in the development and empowerment of a civil society that is self-reliant and non-partisan.

**Targets:**

1.1 Freedom of Information Act developed by 2008.

1.2 Charter of Rights for Civil Society created by 2007.

*Remodel various aspects of the public service to reduce bureaucracy and increase efficiency and effectiveness*

**Objective 1.4**

## To Remodel the Public Service.

**Explanation:**

A streamlined, efficient and professional public service is absolutely essential for our continued development.

**Strategies:**

1.1 Ensure that in the new paradigm of governance there is a better fit between the tasks of government and the way in which the public service is structured.

1.2 Promote greater openness, transparency and accountability in the operations of central government, as well as in the operations of public enterprises.

1.3 Facilitate the sharing of information and the quick and easy access to information throughout the public sector and access to information for the private sector and civil society organisations.

1.4 Remodel various aspects of the public service to reduce bureaucracy and increase efficiency and effectiveness through performance-based initiatives.

1.5 Integrate modern information and communications technologies into the operations of government to facilitate maximum operational efficiency.

1.6 Promote the development of a more customer and service delivery oriented public service.

1.7 Build the human resource capacity within the public service to allow it to operate at maximum potential.

1.8 Ensure that the public service has the human resource capacity and appropriate organisational structures to facilitate the efficient and effective attainment of national goals.

**Targets**:

1.1 Completion of organisational reviews of each Ministry by 2015 to ensure that existing structures are appropriate to the attainment of organisational goals.

*Build the human resource capacity within the public service to allow it to operate at maximum potential.*

1.2 The enactment by 2006 of the Public Service Act which will be designed to encourage modern management practices and to develop a culture of openness, transparency and accountability in the public service.

1.3 Reports of excessive red tape in relation to accessing information reduced by 50%.

1.4 Introduction of a revamped performance management system which appraises the performance of employees on objective and measurable work outputs.

1.5 The creation of the Central Information Management Agency to champion the Government's e-government strategy and programmes which will be geared at ensuring the optimum use of information and communications technology to achieve maximum operational efficiency in the public service.

1.6 The establishment of seven customer charters in public sector agencies through consultation with stakeholders by 2010.

1.7 The development of a five-year training plan for the public service based on the identification of human resource development needs of the public sector gathered through a training needs assessment project.

1.8 The development by 2010 of a manpower resources plan for the public service that identifies the appropriate human resources required to meet national goals in the most efficient and effective manner.

**Objective 1.5**

## To Protect our Nation.

**Explanation:**

The security and safety of the nation are indispensable to our well-being. Barbados must therefore enhance its capacity to protect its citizens from all threats, whether they are internal or external.

**Strategies:**

1.1 Enhance security for all in an integrated fashion that takes into account health, a safe food supply, the environment, education, culture, information, penal reform and law enforcement.

1.2 Develop programmes to deal with external threats that arise from the proliferation of transnational crime - such as, the trafficking of women and illegal drugs, gun smuggling, money laundering and international terrorism.

*... prevent and where possible, rid the society of crime, lawlessness and corruption*

1.3 Work with like-minded states in relevant international forums to achieve a global order based on the rule of law, security, justice and equity.

1.4 Take initiatives to prevent and, where possible, rid the society of crime, lawlessness and corruption so as to make Barbadians feel safe in their homes, on the streets, in their place of work and entertainment, and in the conduct of their general affairs.

**Targets:**

1.1 A significant reduction in crime by 2025.

1.2 Integrated national security plan developed by 2008.

**Objective 1.6**

## To Maintain Harmonious Industrial Relations

**Explanation:**

The maintenance of good and stable industrial relations is a key component in the development of Barbados. Such relations are indicative of good dialogue between employers and workers and of decision-making which takes account of the interests of both sides. In addition, they contribute to national consensus and the enhancement of participatory democracy in Barbados.

**Strategies:**

1.1 Strengthen and enhance the Social Partnership as an instrument for civic engagement, productivity improvements and for building social cohesion.

1.2 Create new and better forums for dialogue between workers and employers.

1.3 Undertake institutional strengthening of the Labour Department to ensure the effective delivery of core functions such as conciliation, inspections and complaints investigation.

1.4 Create an enabling environment for economic growth and development as well as for safeguarding the fundamental rights of workers.

1.5 Promote labour management cooperation and good work practices at the level of the enterprise to address the decent work deficit.

*Create new and better forums for dialogue between workers and employers.*

1.6 Promote the concept of decent work in small and medium sized enterprises, as well as in the informal sector.

1.7 Compile a comprehensive and consolidated framework of laws to govern industrial relations practices.

1.8 Establish a National Labour Code which sets out guidelines for both employer and employee behaviour in the workplace.

1.9 Strengthen the trade unions and empower them so that they may be heard by employers even in cases where there is no official recognition of the unions.

1.10 Facilitate trade union rights to have their leaders released for training.

1.11 Elevate trade union training to certification level.

**Targets:**

1.1 Employment Rights legislation enacted by 2006.

1.2 Sexual Harassment legislation on the statute books by the end of 2005.

1.3 Minimum Wages legislation enacted by the end of 2007.

1.4 Trade Union Recognition legislation enacted by 2008.

1.5 Establishment of the National Labour Code by 2008.

1.6 Additional programmes to address the decent work deficit in Barbados.

1.7 A general policy on Occupational Safety and Health to be developed by the end of 2007, supported by the Occupational Safety and Health Codes of Practice for specific sectors, beginning with agriculture and construction by the end of 2006.

1.8 Establishment of functional workplace safety committees to promote the development and implementation of HIV/AIDS workplace policies.

1.9 Substantial reduction in the number of industrial disputes.

## GOAL THREE: "Strength and unity":

## *Building Social Capital.*

### OBJECTIVES

1.1 To Expand the Level of Education and Training.
1.2 To Improve the Health of all Barbadians.
1.3 To Ensure Affordable and Quality Shelter for all.
1.4 To Develop the Youth.
1.5 To Improve the Quality of Life of the Aged and Differently-abled.
1.6 To Build Stronger Communities.
1.7 To Develop Sports and Culture.
1.8 To Eradicate Poverty.

**Objective 1.1**

### To Expand the Level of Education and Training.

**Explanation:**

The knowledge-based, skill-intensive economy is powered by ideas, innovation and technology. A sound basic education with emphasis on critical-thinking and problem solving skills and an entrepreneurial outlook and attitude are therefore essential for our continued social development.

**Strategies:**

1.1 Continue the educational initiatives of the Educational Enhancement Programme (EDUTECH) to ensure that everyone enjoys the right to be educated to his or her full potential.

1.2 Promote, at all educational levels, the development of critical-thinking skills and an entrepreneurial outlook.

1.3 Increase access to, and enrolment in, tertiary education using distance and e-learning modalities.

1.4 Enhance adult education, training and lifelong learning.

1.5 Equip the population with skills to function in the global economy.

*Equip the population with skills to function in the global economy.*

1.6 Enhance the intellectual capability of the public service to research, analyse and understand global processes that may impact on Barbados.

1.7 Provide universal access to nursery education.

1.8 Promote the improvement of technical and vocational education and training through the strengthening of such institutions.

1.9 Promote a judicious mix of private and public sector involvement in the provision of education and training opportunities.

1.10 Encourage the use of public libraries and community technology centres as avenues to access distance education and web-based learning.

**Targets:**

1.1 80% of persons of age 18-30 either enrolled in or having tertiary education by 2025.

1.2 100% literacy rate.

1.3 100% certification of all students leaving secondary school.

1.4 Significant reduction in work permits granted.

1.5 Significant growth in the export of knowledge-based, high value services.

1.6 Internationally recognised accreditation agencies established by 2008.

1.7 100% access to computers and information and communications technology.

**Objective 1.2**

## To Improve the Health of all Barbadians.

**Explanation:**

No society can be regarded as fully developed if its people do not enjoy a good quality of life in terms of its public health. Individuals and organisations must have access to a health system that guarantees an equitable provision of quality care.

*... improve the quality of the delivery and management of health services.*

**Strategies:**

1.1 Enhance public health by the promotion of self-care and healthy lifestyles, especially in view of the growing incidence of chronic diseases.

1.2 Expand the range and improve the quality of the delivery and management of health services.

1.3 Continue to reduce the spread of HIV/AIDS and minimise its negative impact.

1.4 Continue to reduce and prevent substance abuse, and mitigate its destructive impact, especially among young people.

1.5 Continue to strengthen the human resources by providing training opportunities for all cadres of health personnel.

**Targets:**

1.1 Increase in the average life expectancy rate for both males and females.

1.2 A substantial reduction in communicable and non-communicable diseases by 2025.

1.3 Reduction in the HIV/AIDS infection rate by 75%.

1.4 A substantial reduction in the use of illegal drugs by 2025.

1.5 Development of the national anti-drug plan by the end of 2005.

1.6 Achievement of a top- ten ranking in the United Nations Human Development Index by 2025.

**Objective 1.3**

## To Ensure Affordable and Quality Shelter for all.

**Explanation:**

Access to adequate shelter is considered a basic right for all residents. It is necessary to ensure that all actions are taken which would promote the realisation of this right.

**Strategies:**

1.1 Ensure that there is easier access to financing.

*Increase housing densities to conserve scarce land resources.*

1.2 Make sure that there is access to housing and related services, particularly by low and middle-income persons.

1.3 Forge dynamic partnerships between the private and the public sector for low to middle-income residential construction.

1.4 Implement and monitor a comprehensive building code.

1.5 Increase housing densities to conserve scarce land resources.

1.6 Explore innovative approaches to the provision of shelter.

1.7 Encourage the development of housing co-operatives.

1.8 Encourage and facilitate the labour movement in its efforts to provide housing for its members.

1.9 Develop effective means of providing shelter for vulnerable groups - the aged, street people, the homeless and differently-abled persons.

**Targets:**

1.1 Elimination of homelessness by 2025.

1.2 Increase in home ownership by 10% per annum.

1.3 A substantial increase in the construction of low and middle income houses by 2025.

1.4 Implementation of a national building code by 2006.

1.5 100% access to all essential services - roads, drainage, water, electricity - for all homeowners by 2025.

**Objective 1.4**

## To Develop the Youth.

**Explanation:**

The future of the nation rests with the youth, its most precious asset. It is therefore necessary to formulate and implement effective policies for their future development.

**Strategies:**

1.1 Strengthen the appropriate institutions to deliver greater and more efficient services for the development and protection of the youth.

*attract and retain more young persons in entrepreneur-ship programmes.*

1.2 Improve the use of information and communications technology in youth education programmes.

1.3 Undertake greater initiatives to attract and retain more young persons in entrepreneurship programmes.

1.4 Create strategic partnerships with the private sector and civil society to undertake mentoring and counselling programmes for the youth.

1.5 Implement programmes that will see marginalized young people being re-integrated into the mainstream of society.

1.6 Develop more structured programmes to enhance education, self-awareness and health among the youth.

1.7 Develop innovative partnerships with the private sector to re-tool and re-habilitate the unemployed and those who are marginalized as a result of imprisonment.

1.8 Develop programmes that promote the prevention of juvenile delinquency by providing immediate and effective interventions (early screening and assessment) through the implementation of comprehensive community approaches.

**Targets:**

1.1 The elimination of voluntary idleness among the youth by 2025.

1.2 The significant enhancement of the contribution of young people to national development.

1.3 Substantial reduction in the incidence of reported youth crime.

1.4 Increase in the percentage of youth engaged in post-secondary education and training by 10% per annum.

1.5 Increase in the number of business start-ups by youth by 10% per annum.

1.6 Development of a new juvenile justice policy by 2008.

1.7 80% reduction in juvenile delinquency by 2025.

*Integrate fully the vulnerable and the differently-abled into our society*

**Objective 1.5**

## To Improve the Quality of Life of the Aged and Differently-abled.

**Explanation:**

The aged and the differently-abled represent an untapped reservoir of talent, wisdom and energy. The stigmatisation and marginalisation of these national assets cannot continue. We must find ways to promote and protect their rights and ensure that they are fully integrated into the society as equals.

**Strategies:**

1.1 Recognise the worth of our ageing population as a repository of wisdom, experience and skills.

1.2 Integrate fully the vulnerable and the differently-abled into our society and implement initiatives to use their abilities and improve the quality of their lives.

1.3 Implement initiatives to facilitate the participation of the aged in national affairs.

1.4 Provide enabling legislation to remove discrimination against persons with disabilities wherever it occurs.

1.5 Increase public educational awareness about all aspects of disability.

**Targets:**

1.1 A substantial increase in the number of disabled persons employed in decent and quality jobs.

1.2 A significant increase in the representation of the disabled and aged in national forums.

**Objective 1.6**

## To Build Stronger Communities.

**Explanation:**

Stronger communities are instrumental in harnessing the energy and creativity of Barbadians, as well as in promoting their empowerment, stability and peace.

*Expand and upgrade the provision of community facilities.*

**Strategies:**

1.1 Provide programmes and facilities for education and training at the community level.

1.2 Support the development of community-based business projects.

1.3 Strengthen community-based programmes for the protection of residential areas.

1.4 Expand and upgrade the provision of community facilities.

1.5 Attract more private sector entities to contribute towards the betterment of the community.

1.6 Allocate more resources for the overall development of the communities.

1.7 Conduct community surveys to identify needs and priorities of specific communities.

1.8 Consult and involve with community organisations and leaders in the design, management and care of community facilities.

1.9 Develop creative programmes with a focus on building strong families and developing appropriate parenting systems.

**Targets:**

1.1 Expansion of neighbourhood watch programmes to every community.

1.2 Significant representation of communities on the agencies that manage community facilities.

1.3 Conduct of three comprehensive leadership training programmes for community-based organisations each year.

1.4 The construction or upgrade of at least one civic community centre every three years.

1.5 A significant increase in the funds allocated to community-based activities.

*Place greater emphasis on cultural education.*

**Objective 1.7**

## To Develop Sports and Culture.

**Explanation:**

Sports and culture constitute two of the most rewarding activities available to the population. There is growing recognition of the importance of these activities to the developmental process.

**Strategies:**

1.1 Enhance the cultural and sporting infrastructure.

1.2 Utilise state-of-the-art technology in the area of sports training.

1.3 Place greater emphasis on cultural education.

1.4 Initiate more joint public-private sector partnerships to promote, market and distribute cultural and sporting products.

1.5 Establish a centre to focus on the creation of innovative and practical designs of souvenirs and other craft items.

1.6 Develop Barbados as a location for quality film and video production and introduce an internationally recognized national film festival as a showcase for a viable film industry.

1.7 Expand the level of investment in the development of the cultural and sporting industry.

1.8 Develop a comprehensive database pertaining to all forms of sport in Barbados, documenting activities and training methods, available facilities, coaching facilities and sources of funding.

1.9 Establish a documentation centre for best practices pertaining to coaching, training and career opportunities.

1.10 Further integrate sports and culture into tourism development.

**Targets:**

1.1 The establishment of a Film and Media Commission by 2006.

1.2 The establishment of a National Art Gallery by 2008.

1.3 The creation of a National Performing Arts School by 2008.

1.4 The establishment of a Sports and Cultural Endowment Fund by 2008.

1.5 Substantial increase in economic returns from the entertainment industry.

1.6 A creative center by 2010.

*The eradication of poverty will be paramount*

**Objective 1.8**

## To Eradicate Poverty.

**Explanation:**

The eradication of poverty will be paramount over the planning period. Poverty not only limits the ability of persons to realise their full potential, but it also places increased pressure on the limited resources of the country.

**Strategies:**

1.1 Provide the basic necessities for the poor and disadvantaged.

1.2 Clear slums and promote urban renewal.

1.3 Assist with the development of employment opportunities for needy individuals and groups.

1.4 Improve the management of all poverty eradication programmes.

1.5 Institute a more comprehensive public awareness and educational campaign to allow for a better understanding of poverty issues.

1.6 Establish greater partnerships between policy makers, academics and community organisations to facilitate the development of appropriate solutions to poverty.

1.7 Strengthen social security systems and the social protection network.

1.8 Create programmes to move persons from welfare to work.

*facilitate the development of appropriate solutions to poverty.*

1.9 Continue to provide training opportunities for the unemployed and persons in disadvantaged communities.

1.10 Ensure the effective monitoring and evaluation of the poverty eradication programmes.

1.11 Promote and enhance rural development.

**Targets:**

1.1 A national poverty database by 2008.

1.2 Longitudinal tracer studies implemented by 2010 for persons who applied for and received Government assistance.

1.3 40% reduction in the number of registrants at the Welfare Department, Poverty Alleviation Bureau, etc. by 2010.

1.4 Detailed analysis of the root causes of poverty completed by 2010.

## GOAL FOUR: "These fields and hills":

## *Strengthening the Physical Infrastructure and Preserving the Environment.*

**OBJECTIVES**

1.1 To Promote and Facilitate the Environmentally Sustainable Use of our Natural Resources.
1.2 To Maintain a Safe and Reliable Water Supply.
1.3 To Ensure an Efficient and Reliable Energy Sector.
1.4 To Develop a Modern Transport Infrastructure.
1.5 To Improve Disaster Management.
1.6 To Maintain an Efficient Land-use Policy.

*Integrate environmental considerations into all aspects of national development.*

**Objective 1.1**

### To Promote and Facilitate the Environmentally Sustainable Use of our Natural Resources.

**Explanation:**

Protecting and preserving our natural and built environment are vital to achieving sustainable development. Policies and strategies must therefore promote economic growth without jeopardizing the natural resource base and the environment.

**Strategies:**

1.1 Integrate environmental considerations into all aspects of national development.

1.2 Encourage the participation of civil society and the private sector in environmental management.

*Ensure effective conservation of the island's coastal and marine eco-systems*

1.3 Ensure the development of accurate data and information systems through mapping and recording of all environmental assets.

1.4 Ensure that the integrity of natural features, wildlife habitats, significant flora and fauna, and important landscape and seascape features and protected areas are maintained during the process of development.

1.5 Promote public education awareness and appreciation of the direct inter-relationships among the three pillars of economic growth, social justice and equity and environmental management.

1.6 Protect the island's water supply including, groundwater resources and waters in coastal aquifers.

1.7 Promote improved approaches to the management of solid waste and sewage.

1.8 Promote the use of clean technologies and sustainable development practices in order to reduce the negative external consequences of development activity.

1.9 Ensure effective conservation of the island's coastal and marine eco-systems and living resources, while improving their quality.

1.10 Ensure that appropriate development standards are used to build resilience against the increasing intensity of natural hazards associated with the effects of climate change, as well as eliminating those practices which lead to global warming and sea-level rise.

1.11 Promote sustainable land management practices.

1.12 Promote the development of green and open spaces throughout the island.

1.13 Strengthen and enforce the laws against the illegal dumping of waste.

**Targets:**

1.1 Establishment of the west coast sewage system.

1.2 Establishment of environmentally friendly communities.

1.3 Significant reduction in the illegal dumping of waste.

1.4 Substantial increase in the area of land allocated to and managed as green spaces.

1.5 A more educated and environmentally conscious Barbadian public.

**Objective 1.2**

## To Maintain a Safe and Reliable Water Supply.

**Explanation:**

Given its status as a water scarce country, Barbados has the task of ensuring that an adequate and reliable supply of water is provided for its social and economic needs.

**Strategies:**

*Establish a programme for the augmentation of the water supply*

1.1 Ensure the efficient and effective management of the existing water resources.

1.2 Establish a programme for the augmentation of the water supply to adequately accommodate the needs of domestic and commercial users and for irrigation purposes.

1.3 Introduce mechanisms to ensure a continued safe supply of water.

1.4 Minimise the negative environmental impact of residential and industrial buildings located in Zone 1 areas.

1.5 Establish a programme for the renewal of water mains.

1.6 Develop an effective monitoring system for the disposal of toxic waste.

1.7 Promote water conservation.

**Targets:**

1.1 Reduction of losses from the existing water supply by 50%.

1.2 50% increase in water supply from new sources.

1.3 A technologically modern system of supply and distribution.

1.4 100% access to potable water.

1.5 Database on water mains in place.

1.6 Substantial increase in the number of mains replaced or upgraded per annum.

1.7 10% increase in the efficiency of water use.

**Objective 1.3**

## To Ensure an Efficient and Reliable Energy Sector.

**Explanation:**

Energy is an integral part of the economy and an adequate and reliable supply at affordable prices will be critical to our development process.

**Strategies:**

1.1 Increase the local production of crude and natural gas and pursue production opportunities abroad.

*... expand the supply of renewable energy.*

1.2 Ensure that there is a reliable supply of petroleum products at the most economical prices to meet current and future needs.

1.3 Develop programmes to expand the supply of renewable energy.

1.4 Diversify the energy mix to reduce the impact of world oil prices and vulnerabilities associated with over dependence on oil.

1.5 Expand the natural gas distribution system on the basis of imported natural gas.

1.6 Explore the use of solar power and compressed natural gas in public and private transport vehicles.

1.7 Expand energy efficiency standards and the labelling of energy- using products to ensure increased energy efficiency.

1.8 Promote greater energy conservation.

**Targets:**

1.1 40% of the energy supply obtained from renewable sources by 2025.

1.2 1,300 Barrels of oil per day and 2.0 million cubic feet of natural gas per day from domestic sources.

1.3 A substantial increase in the range of services for which able energy is utilised.

1.4 Significant increase in the number of businesses producing renewable energy.

1.5 Establishment of a renewable energy centre.

1.6 50% increase in households using solar energy for water heating.

1.7 30 megawatts (MW) of electricity provided by baggase co-generation.

**Objective 1.4**

## To Develop a Modern Transport Infrastructure.

*Develop a comprehensive national transportation policy.*

**Explanation:**

Transport infrastructure and services are vital to our economic and social development. A modern transport infrastructure will boost economic activity, ensure time and cost savings and reduce stress.

**Strategies:**

1.1 Continue the construction and maintenance of roads.

1.2 Implement an appropriate traffic management system.

1.3 Improve the adequacy and reliability of the public transport system.

1.4 Ensure adequate sea and airport facilities and links.

1.5 Develop a comprehensive national transportation policy.

**Targets:**

1.1 Reduction in serious road accidents by 50%.

1.2 A park and ride system by 2008.

1.3 An appropriate fleet replacement programme for all public transport vehicles by 2010.

1.4 Prepaid travel cards for public transportation by 2008.

1.5 An express bus service along key corridors by 2012.

1.6 A dedicated school bus service by 2008.

1.7 A public transport authority established by 2008.

**Objective 1.5**

## To Improve Disaster Management.

**Explanation:**

Barbados must ensure that its people and physical infrastructure are well protected against natural and man-made hazards.

**Strategies:**

1.1 Develop a Comprehensive National Multi-hazard Disaster Management Plan.

*Develop a modern disaster management infrastructure*

1.2 Develop a modern disaster management infrastructure, including an appropriate legislative and technological framework.

1.3 Conduct awareness and educational programmes to ensure that Barbadians are fully seized of the appropriate steps to take during all phases of the disaster management continuum.

1.4 Enhance the response capacity at the national and community level through appropriate training and other measures.

1.5 Develop a comprehensive national building code.

1.6 Develop policies for the management of mass crowd events.

**Targets:**

1.1 Disaster response storage capacity developed at the air and sea ports.

1.2 Level I shelters established in each parish and near each major residential area/hub.

1.3 Development of a comprehensive national multi-hazard disaster management plan by 2006.

1.4 Establishment of the Barbados Emergency Management Agency by the end of 2005.

1.5 100% conformity with the National Building Code.

**Objective 1.6**

## To Maintain an Efficient Land-use Policy

**Explanation:**

Efficient management of land is critical to the development of a nation and within the Barbadian context it is of paramount importance given the limited landspace.

**Strategies:**

1.1 Promote the efficient use of public infrastructure and safeguard arable agricultural land by discouraging the conversion of arable land to non-agricultural production, guiding non-agricultural uses to the Urban Corridor and minimizing adverse impacts on agricultural operations.

*Efficient management of land is... of paramount importance given the limited landspace.*

1.2 Provide residents with a choice of living environments in urban, suburban and rural settlement locations.

1.3 Encourage the creation of diverse, self-contained communities in newly urbanizing areas through the development of detailed community plans.

1.4 Promote the efficient use of public infrastructure by directing the majority of new growth to clearly defined urban corridors, rural settlements with growth potential and national park villages.

1.5 Promote and facilitate opportunities for small farm creation and increase ownership accessibility to arable lands.

**Targets:**

1.1 An amended Physical Development Plan every 5 years.

## GOAL FIVE: "Upward and onward":

## *Enhancing Barbados' Prosperity and Competitiveness.*

### OBJECTIVES

1.1 To Substantially Increase Barbados' Annual Sustainable Growth Rate.

1.2 To Achieve Full Employment.

1.3 To Ensure Strong Macroeconomic Fundamentals.

1.4 To Safeguard Food and Nutrition Security.

1.5 To Create an Entrepreneurial Society.

1.6 To Develop the Information Economy.

1.7 To Boost Productivity and Competitiveness.

1.8 To Increase the Export of Services and Products.

1.9 To Integrate Barbados into the Global Economy.

1.10 To Achieve World Class Excellence in the Delivery of Service.

1.11 To be a Leading and Preferred Investment Centre in the World.

1.12 To Establish a Fully Developed Financial Sector.

1.13 To Have the Private Sector Assume a Leading Role in Economic and Social Development.

1.14 To Deepen and Broaden Efforts in Research and Development and Innovation.

1.15 To Build Stronger Development Partnerships.

**Objective 1.1**

## To Substantially Increase Barbados' Annual Sustainable Growth Rate.

**Explanation:**

To achieve the minimum national income requirement of a fully developed country, Barbados will have to substantially increase its rate of sustainable economic growth.

**Strategies:**

*Increase the level of productivity, efficiency and competitiveness of the economy.*

1.1 Increase domestic and foreign investment in the public and private sector.

1.2 Increase the level of productivity, efficiency and competitiveness of the economy.

1.3 Increase innovation and develop a new entrepreneurial culture.

1.4 Enhance investment opportunities through the development of financing facilities.

1.5 Substantially increase output, especially in the tradable sectors of:

- tourism;
- international business and financial services;
- manufacturing; and
- agriculture and fisheries.

1.6 Create new export services while expanding existing ones such as culture, sports, education, professional services, construction services, computer services and health services.

1.7 Embrace service excellence in both the private and public sector.

1.8 Enhance the volume and value of trading on the Barbados Stock Exchange.

1.9 Increase the rate of gross national savings and investment.

1.10 Use incentives to promote and strengthen linkages between the various productive sectors so that growth in one sector can induce growth in another.

**Targets:**

1.1 A sustainable annual average growth rate of not less than 5%.

1.2 A substantial increase in market capitalisation.

1.3 A substantial increase in the rate of gross national savings and investment.

**Objective 1.2**

## To Achieve Full Employment.

*Develop a new culture of entrepre-neurship*

**Explanation:**

Jobs for all those who want to work will be a major challenge but it is also one that must be pursued in a people-centred development paradigm.

**Strategies:**

1.1 Create new business enterprises and expand existing ones on a sustainable basis.

1.2 Develop a modern synergistic manpower planning framework that incorporates the concepts of decent work and the creation of quality jobs.

1.3 Facilitate the access of Barbadians to regional, hemispheric and global labour markets.

1.4 Develop a new culture of entrepreneurship and cadres of local business entrepreneurs.

1.5 Integrate the informal sector into the formal sector.

1.6 Facilitate job-based growth through appropriate macroeconomic policies.

1.7 Accelerate job-based labour market reform.

1.8 Create dynamic and comprehensive labour market information systems to guide and facilitate structured decision-making.

1.9 Equip the labour force with the skills to function in the global economy.

**Targets:**

1.1 An average annual unemployment rate not exceeding 5 % by 2025.

1.2 A significant reduction in the average duration of unemployment.

1.3 A significant incorporation of the informal sector into the formal sector.

1.4 Database on the informal sector developed by 2009.

1.5 A significant increase in human resource development.

1.6 A significant increase in the rate of self-employment.

*Maintain exchange rate stability.*

**Objective 1.3**

## To Ensure Strong Macroeconomic Fundamentals.

**Explanation:**

To achieve developed country status, the macroeconomic fundamentals must be kept in a sound and sustainable state.

**Strategies:**

1.1. Maintain exchange rate stability.

1.2. Develop a framework of fiscal transparency and sustainability.

1.3. Maintain a monetary policy stance geared towards the objective of sustainable foreign exchange based growth.

1.4. Maintain a low and stable rate of inflation.

1.5. Achieve full employment.

1.6. Maintain a strong and sustainable external position.

1.7. Maintain debt sustainability, which is comfortably within the internationally acceptable standard.

1.8. Strengthen the investment incentive regime.

1.9. Maintain a policy framework where increases in income do not rise in excess of increases in productivity.

**Targets:**

1.1 Average fiscal sustainability at a level not exceeding 2.5% of GDP.

1.2 Average annual inflation rate not exceeding 2.5%.

1.3 Average annual unemployment rate not exceeding 5%.

1.4 A debt to GDP ratio not exceeding 60%.

1.5 An external current account deficit not exceeding 2.5% of GDP.

1.6 The import reserve cover not less than 3 months.

1.7 A wage-to-GDP ratio not exceeding 30%.

*...ensure that all Barbadians have access to nutritious and healthy foods.*

**Objective 1.4**

## To Safeguard Food and Nutrition Security.

**Explanation:**

The long-term viability of all countries rests upon the safety and health of their populations. Barbados must ensure that all Barbadians have access to nutritious and healthy foods. It is therefore vital for Barbados to have a vibrant food producing agricultural sector and access to nutritious foods from abroad.

**Strategies:**

1.1. Develop a national food security programme.

1.2. Identify agricultural inputs and products which may be effective substitutes for those that have been traditionally imported.

1.3. Advance a trade policy regime to protect sensitive products and minimise the cost of critical inputs.

1.4. Enhance the agricultural health and food safety programme through the rationalisation, upgrade and international accreditation of government laboratories and related facilities in veterinary services, plant health, international food safety standards, pest and disease detection and control, and pesticide use.

1.5. Rationalise and regulate the fishing fleet and market infrastructure to ensure Sanitary and Phyto-Sanitary (SPS) compliance and adherence to Hazard Analysis Critical Control Point (HACCP) principles.

1.6. Define an agricultural green belt for the maintenance of a minimum critical area to facilitate food production.

1.7. Ensure that there is a reliable supply of safe and nutritious food at the most economical prices to meet current and future needs.

1.8. Promote and institute good agricultural practices.

**Targets:**

1.1 50% reduction in our dependence on food imports.

1.2 National Food Security Programme developed by 2010.

*Define an agricultural green belt for ... food production.*

**Objectives 1.5**

## To Create an Entrepreneurial Society.

**Explanation:**

Entrepreneurship is vital to our efforts to achieve prosperity and competitiveness. A major challenge which has to be met therefore, is the inculcation of entrepreneurial and business skills and attitudes throughout the population. Critical also will be the provision of appropriate institutional and financial support.

**Strategies:**

1.1 Facilitate a mindset change among all Barbadian towards entrepreneurship.

1.2 Facilitate easier access to ownership of the means of production among poor Barbadians.

1.3 Strengthen entrepreneurship education and training at primary, secondary and tertiary levels.

1.4 Continously develop cadres of young entrepreneurs.

1.5 Integrate programmes of credit, advisory, marketing and other relevant assistance that is to be provided to small and start-up businesses.

1.6 Facilitate the movement of labour between the public and private sector.

1.7 Facilitate the display of creative products and ideas generated by secondary and tertiary students.

1.8 Facilitate the mentoring of potential young entrepreneurs through attachments to established businesspersons.

1.9 Encourage promising graduates at secondary and tertiary levels to enter the world of business.

1.10 Facilitate and promote the development of small and medium-sized enterprises.

1.11 Reform and modernize the banking and non-banking financial sectors to make them more responsive to, and supportive of, new entrepreneurs, as well as to give a more proactive and strategic role in providing a range of new investment instruments.

*Create the information architecture, infrastructure and human resources capacity for the information economy.*

1.12 Continuously identify and develop potentially lucrative niche areas through which young entrepreneurs can focus their efforts and resources.

**Targets:**

1.1 A substantial increase in the number of globally competitive Barbadian entrepreneurs by 2025.

1.2 A significant increase in the number of new business enterprises established and in the rate of expansion of existing ones.

**Objective 1.6**

## To Develop the Information Economy.

**Explanation:**

Barbados must be at the cutting edge of the global revolution in information and communications technology. It must ensure that its access to this information and technology compares favourably to the best international levels.

**Strategies:**

1.1 Create the information architecture, infrastructure and human resources capacity for the information economy.

1.2 Continue to liberalise the telecommunications sector to make it more competitive and cost efficient.

1.3 Establish Barbados as a research and development centre in science and technology.

1.4 Ensure that the information services sector (public and private) is knowledge driven, and has an improved capacity to identify and analyse global opportunities for, and threats to, the information economy in Barbados.

1.5 Establish the legislative, fiscal and training framework to stimulate the development of information industries.

1.6 Establish a comprehensive e-government system.

1.7 Develop a comprehensive national information and communications policy.

*Establish a comprehensive e-government system.*

**Targets:**

1.1 Establishment of a cutting edge information society by 2025.

1.2 Achievement of a substantial computer literacy rate among all Barbadians.

1.3 At least one computer in each household.

1.4 At least one computer per office desk in both the public and private sector.

1.5 Commercially oriented Government Postal Services by 2010.

1.6 Enhanced national information services offered by the libraries, archives and the Registration Department by 2010.

1.7 A substantial increase in the range of business services utilising modern and up-to-date information and communications technology.

**Objective 1.7**

## To Boost Productivity and Competitiveness.

**Explanation:**

Barbados' economic growth and development largely depend on its ability to increase its productivity and international competitiveness.

*Reduce the costs of doing business in Barbados*

**Strategies:**

1.1 Reduce the costs of doing business in Barbados by, among other things:

- Reducing the cost of energy and other inputs;
- Linking the growth of incomes to the growth of productivity;
- Reducing bureaucractic impediments to doing business;
- Implementing a judicious mix of fiscal and monetary policies.

1.2 Ensure that resources are channeled into the most productive activities.

1.3 Encourage organizational performance and service excellence.

1.4 Create a framework of incentives, recognition and rewards for excellence in research and innovation.

1.5 Establish and maintain a series of internationally recognised sectoral indicators to measure increases or decreases in productivity over time.

1.6 Develop a national productivity policy.

1.7 Develop appropriate performance-based incentive schemes.

1.8 Facilitate the application of appropriate technology, the growth of e-commerce, organisational re-engineering, human resource development and the development of an appropriate regulatory environment.

1.9 Develop a holistic framework for enhancing and monitoring both price and non-price international competitiveness.

**Targets:**

1.1 A substantial increase in the rate of national output.

1.2 A significant increase in the number of new enterprises established and licensed.

1.3 A substantial increase in Barbados' international price and quality competitiveness.

1.4 Productivity indicators developed across all sectors by 2011.

**Objective 1.8**

## To Increase the Export of Services and Products.

**Explanation:**

Barbados must become a highly competitive exporter of services and products.

**Strategies:**

1.1 Encourage the development and export of legal, educational, health, sports, cultural, professional and other services.

1.2 Expand and improve tourism, international business and financial services.

*Establish Barbados as a centre fo the re-export of services and products.*

1.3 Rationalise and modernise agricultural and manufacturing output for export to niche markets.

1.4 Promote Barbados as a hub for regional, hemispheric and international business activity.

1.5 Establish Barbados as a centre for the re-export of services and products.

1.6 Enhance and defend the integrity of the financial services sector.

1.7 Strengthen institutional capacity for the development and promotion of exports.

1.8 Develop appropriate incentives and other stimuli for export development.

**Targets:**

1.1 A substantial increase in the range, volume and foreign exchange value of Barbadian exports from:

- tourism;
- international business and financial services;
- manufacturing;

- agriculture and fisheries; and
- new and existing export service areas.

1.2 Export Barbados Inc. established by 2006.

1.3 Substantial increase in exports by 2025.

1.4 A significant increase in the penetration of new markets.

**Objective 1.9**

## To Integrate Barbados into the Global Economy.

**Explanation:**

It is essential that we now integrate Barbados competitively into the global economy, but on terms crafted by us to reflect our needs as a sovereign nation.

*... spearhead Pan-CARICOM investment and production initiatives*

**Strategies:**

1.1 Position Barbados as a bridge for investment between the new European economy and the new economy of the Americas.

1.2 Maximize our opportunities in services within the CARICOM Single Market and Economy, the Americas, Europe and other regions.

1.3 Take the opportunity of the Memorandum of Understanding between Barbados and the OECS to create a sub-regional economic space of mutual benefit to our neighbours and ourselves.

1.4 Encourage Barbadian businesses to spearhead Pan-CARICOM investment and production initiatives and to capitalise on market opportunities regionally, hemispherically and globally by establishing strategic business alliances.

1.5 Initiate an informal global network of like-minded states to exchange information and build strategic alliances and smart partnerships.

1.6 Clearly define and advance strong positions in support of the CARICOM Single Market and Economy in such negotiations as the FTAA, the ACP-EU, and the WTO, including the idea of special and differential treatment for small economies.

**Targets:**

1.1 Establishment of Barbados as a dominant place among the global leaders in the areas of finance, trade, investment and information technology.

**Objectives 1.10**

## To Achieve World-Class Excellence in the Delivery of Service.

**Explanation:**

In the global market, product and service differentiations are being quickly eroded and, consequently, the ability to meet and exceed customer expectations is assuming a critical dimension that sets an organization, and indeed a country, apart from the others. Service delivery will therefore assume a very significant role in Barbados' efforts to achieve and maintain a competitive margin in the global business environment.

*Build the institutional capacity to develop and promote service excellence.*

**Strategies:**

1.1 Gather on a continuous basis, empirical information on the nature, causes and effects of the perceived customer service delivery deficiencies.

1.2 Develop a range of standards that must be in place for Barbados to attain the status of a world-class provider of service.

1.3 Implement service quality training across all sectors of the economy.

1.4 Build public awareness to generate interest and inspire action relative to service excellence within the entire population.

1.5 Create a framework of incentives, recognition and rewards for service excellence.

1.6 Build the institutional capacity to develop and promote service excellence.

**Targets:**

1.1 Achievement of global excellence in the delivery of service by 2015.

1.2 Implementation of the National Initiative for Service Excellence (NISE) by 2007.

**Objective 1.11**

## To be a Leading and Preferred Investment Centre in the World.

**Explanation:**

If Barbados is to substantially increase its rate of real GDP growth then investment growth will have to be facilitated in order to drive this process.

**Strategies:**

1.1 Build a fully investment friendly environment conducive to both local and foreign investment.

1.2 Bring the responsibility for administering all investment incentives under one central authority.

1.3 Consolidate, strengthen and market the framework of investment incentives.

1.4 Encourage, through fiscal incentives, investment and sustainable growth in the tradable sectors.

1.5 Revise and consolidate investment incentives, legislation and regulations to reflect regional, hemispheric and global harmonization policies.

*Financial development is a necessary precondition for achieving a fully developed economy.*

**Targets:**

1.1 A top-five investment hub in the Americas.

1.2 Establishment of a central authority.

**Objective 1.12**

## To Establish a Fully Developed Financial Sector.

**Explanation:**

Financial development is a necessary precondition for achieving a fully developed economy.

*Develop and modernise the non-banking financial sector to boost savings and entrepre-neurial activity.*

**Strategies:**

1.1 Strengthen the existing regulatory and institutional framework in order to promote greater direct and portfolio investment byBarbadians, as well as overseas investors, within a regionally harmonized and globally liberalized and competitive financial system.

1.2 Work with like-minded states to reform international financial institutions to ensure that decisions are made democratically by both developed and developing countries alike.

1.3 Foster financial market efficiency.

1.4 Develop an early warning system based on a clearly defined set of financial sector soundness indicators.

1.5 Pursue policies of monetary and financial integration that do not compromise the future well-being of Barbadians.

1.6 Transform Barbados' Stock Exchange into a hub of choice for regional, hemispheric and global securities trading.

1.7 Develop and modernise the non-banking financial sector to boost savings and entrepreneurial activity.

1.8 Expand the range of financial assets in which Barbadians can invest.

**Targets:**

1.1 Financial market development comparable to world-class financial services domiciles by 2025.

1.2 Substantial growth in the non-bank financial sector.

1.3 An independent early warning system by 2012.

1.4 A substantial increase in the rate of Barbados' gross national savings and investment by 2025.

1.5 A significant increase in market capitalisation.

1.6 Achievement of a strong form of market efficiency by 2020.

**Objective 1.13**

## To Have the Private Sector Assume a Leading Role in Economic and Social Development.

**Explanation:**

If Barbados is to realize its vision of a fully developed economy, the private sector will have to make a substantially higher contribution to this transformation process.

**Strategies:**

1.1 Strengthen and expand public and private sector partnerships.

1.2 Strengthen private sector institutions.

1.3 Foster a culture in the private sector of greater reliance and initiative in the development and promotion of economic activity.

*Strengthen private sector institutions.*

1.4 Strengthen management within the private sector.

1.5 Promote productivity improvements at all levels within the private sector.

1.6 Facilitate increased private sector representation in Barbados' regional, hemispheric and global negotiations.

**Targets:**

1.1 A substantial increase in the contribution of the private sector to social and economic development.

**Objective 1.14**

## To Deepen and Broaden Efforts in Research and Development and Innovation.

**Explanation:**

If Barbados is to be successful in its drive to become a fully developed country, it will have to permanently cultivate and foster a broad national research drive in various areas which are strategic to our growth and development. Further, an innovative culture will have to

be cultivated to ensure that new opportunities and ventures are created to accelerate Barbados' economic growth and development.

**Strategies:**

1.1 Establish a national research and development and innovation centre equipped with state-of-the-art facilities and technology as well as the best available brains.

1.2 Develop national awards for excellence in research and development.

**Targets:**

1.1 A national research and development and innovation centre established by 2010.

1.2 Establishment of a national award scheme for excellence in research and innovation no later than 2010.

*Barbados cannot achieve its vision... on its own.*

**Objective 1.15**

## To Build Stronger Development Partnerships.

**Explanation:**

Barbados cannot achieve its vision of becoming a fully developed country on its own. It will have to obtain the cooperation and partnership of countries and agencies regionally, hemispherically and internationally.

**Strategies:**

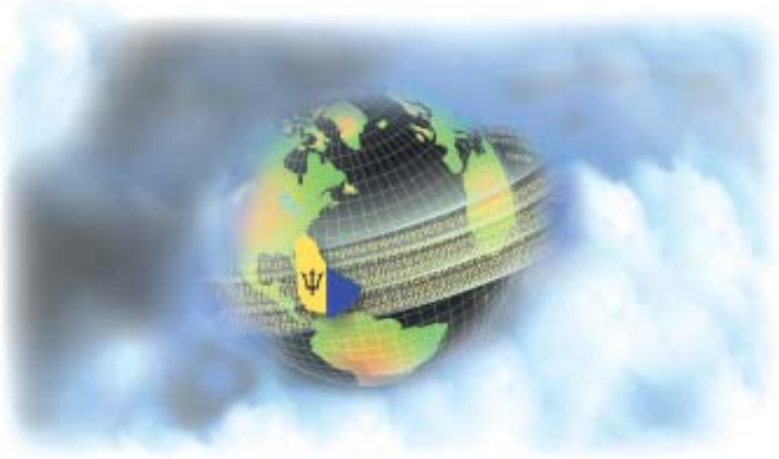
1.1 Undertake an international technical cooperation expansion project to enhance the scope of international technical cooperation with countries and agencies.

1.2 Build stronger and more effective strategic alliances through partnership arrangements with existing countries and agencies.

1.3 Strengthen the insitutional capacity to more effectively manage international technical cooperation.

**Targets:**

1.1 A substantial increase in Barbados' net benefits from international technical cooperation.



## GOAL SIX: "Strict guardians of our heritage":

## *Branding Barbados Globally.*

**OBJECTIVES**

1.1 To Fashion the Brand.

1.2 To Market the Brand.

**Objective 1.1**

*Barbados has a number of features... that are distinctively Barbadian.*

### To Fashion the Brand.

**Explanation:**

Barbados has a number of features – values, governance and institutional arrangements, products and services and culture – that are distinctively Barbadian. It is necessary to identify and brand these features which constitute the Barbados Model.

**Strategies:**

1.1 Identify and promote the key values of the Barbados Model (e.g. value placed on strong families and attachment to land, religious beliefs, ethical and moral standards and friendliness of its people).

1.2 Identify and promote the governance and institutional arrangements for which Barbados has achieved international recognition such as strong adherence to freedom, peace and security, good governance and jurisprudence, stability, evolutionary politics, the volunteeristic model of trade unionism, tripartism via the Social Partnership and the system of free education.

1.3 Utilise the products and services for which Barbados is renowned to brand Barbados globally (rum, specialty sugars, cricket, West Indian Sea Island Cotton, Black Belly Sheep, healthy and beautiful environment, culture, music and art, etc).

1.4 Identify new initiatives that enhance the Barbados Model.

1.5 Promote and facilitate a nation-wide celebration of the Barbados Brand and the Barbados Model.

1.6 Establish mechanisms to develop and protect the intellectual property rights of individuals, corporations and the entire society as they brand Barbados globally.

**Targets:**

1.1 Establishment of a hemispheric centre for good governance by 2025.

1.2 Creation of an international cricket academy by 2010.

1.3 Creation of an international trade union centre by 2012.

1.4 Creation of an international human development centre by 2020.

1.5 Comprehensive intellectual property legislation and mechanisms developed by 2007.

*Promote... a nation-wide celebration of the Barbados Brand*

**Objective 1.2**

## To Market the Brand.

**Explanation:**

A coordinated and intensive effort has to be made to market the Barbados Brand.

**Strategies:**

1.1 Use the Barbados Brand (which may include several icons or images united by a common theme) to market Barbados globally, so that whatever the product or service exported it is recognised immediately as distinctively Barbadian.

1.2 Ensure that there is coordination between the Government, the Private Sector, Labour and civil society so that the messages used to communicate the Barbados Brand are compatible and coherent.

1.3 Engage the Barbadian diaspora in promoting the Barbados Brand and Model.

1.4 Use the internet, short wave radio and other media for marketing Barbados globally.

1.5 Fully exploit all opportunities made available through the hosting of the 2007 International Cricket Council (ICC) World Cup to promote and market the Barbados Brand.

1.6 Further market Barbados as a premier world tourism destination and international business and financial services domicile.

1.7 Market Barbados as a premier international zone of peace, security and political and social stability.

**Targets:**

*Engage the Barbadian diaspora in promoting the Barbados Brand.*

1.1 Universal recognition of the Barbados Brand by 2025.

1.2 A top-ten (10) tourism destination in the world.

1.3 A world-class international business and financial services domicile.

1.4 The number one nation of peace, security and political and social stability in the world.

# VIII. FINANCIAL RESOURCES

The financial resources needed to carry out the strategies, programmes and projects to accomplish the Vision will be substantial.

It is estimated that a substantial amount of public expenditure will be required to execute the strategies, programmes and projects over the strategic planning period 2005 to 2025.

The private sector sponsored programmes will require even greater resources.

A significant proportion of these resources will have to be obtained from external sources.

***The financial resources needed ... will be substantial.***

The Tom Adams Financial Centre

## IX. IMPLEMENTATION

The full implementation of the goals, objectives and strategies set out in the Plan is vital to the realization of the national vision. The following succinctly presents the mechanisms for ensuring that such implementation is undertaken.

*The Plan will be updated to take into account the views of the private sector, labour and civil society*

The Plan will be updated to take into account the views of the private sector, labour and civil society and changes in the economic and social environment.

The preparation of periodic sectoral strategic plans, at five-yearly intervals, will be undertaken to help shape revisions to the National Strategic Plan. The Ministry of Finance and Economic Affairs will work with Government Ministries, Departments and Statutory Bodies, the private sector, labour and civil society to prepare detailed sectoral plans every five years.

All citizens will be made aware of the contents of the Plan through public education/awareness programmes, the use of the print and electronic media, lectures and seminars, and town hall/community meetings.

The Ministry of Finance and Economic Affairs will assume overall responsibility for ensuring that the review, monitoring and implementation of the goals, objectives, strategies and targets are effectively undertaken.

The Ministry will therefore be strengthened by the creation of a special unit whose mandate will be to oversee the implementation of the National Strategic Plan.

The National Economic Council, with expanded membership, will provide the overall oversight and guidance.

## X. PLANNING MATRIX

| GOAL ONE: "Inspired, exulting, free": *Unleashing the Spirit of the Nation.* | | | |
|---|---|---|---|
| **Objectives** | **Strategies** | **Targets** | **Indicators** |
| 1.1 To Strengthen the National Identity. | 1.1 Conduct a multi-media, multi-event national campaign to re-kindle the spirit of nationhood and to celebrate the deepening of our independence.<br><br>1.2 Foster in each Barbadian the self-confidence to seize the opportunities offered by the knowledge-based economy.<br><br>1.3 Strengthen existing symbolic nation-building events such as Emancipation Day; July 26th and National Heroes Day, and identify and create others, as a way of forging a cohesive national identity that brings together classes, races and generations.<br><br>1.4 Promote a greater awareness of African cultural heritage among all Barbadians in such a way as to build social cohesiveness and strengthen national unity and identity.<br><br>1.5 Use culture, including the arts and the media, to make nationalism a driving force in our development and to instil the values, norms, commitment and sense of identification necessary to effect the desired transformation of our society.<br><br>1.6 Create a national | 1.1 Three public awareness seminars each year.<br><br>1.2 National think-tank created by 2008.<br><br>1.3 Increase in cultural industries, particularly in the areas of theatre, film and fashion. | 1.1 Establishment of the national think-tank.<br><br>1.2 Number of symbols of nationhood developed.<br><br>1.3 Number of public awareness seminars.<br><br>1.4 Number of cultural industries developed. |

| Objectives | Strategies | Targets | Indicators |
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| | think-tank to engage in continuous visionary thinking and strategic analysis of the Barbadian, regional, hemispheric and global environment.<br><br>1.7 Develop a national education programme to teach, promote and celebrate the history of Barbados and what it means to be Bajan.<br><br>1.8 Strengthen the institutions that promote Barbadian culture and agencies responsible for community development.<br><br>1.9 Develop programmes that promote a strong and healthy family life and adherence to traditional moral and ethical values.<br><br>1.10 Enhance the collection and preservation of tangible and documentary knowledge of local heritage for future generations through the improvement of the capacities of national repositories. | | |
| 1.2 To Reaffirm Self-reliance, Pride and Adaptability. | 1.1 Fortify and enhance the spirit of self-reliance, pride and enterprise throughout the entire nation and empower communities so that they may continue to use their own resources to uplift themselves.<br><br>1.2 Instil throughout our nation positive attitudes to work, savings and investment, and spread the message that quality of life is something that must be earned. | 1.1 Significant expansion in education and awareness programmes that promote self-reliance in Barbadians of all ages.<br><br>1.2 Significant increase in the membership and asset-base of credit unions and co-operative societies.<br><br>1.3 Significant reduction in the | 1.1 Number of education and awareness programmes.<br><br>1.2 Asset and membership base of credit unions and co-operative societies.<br><br>1.3 Number of registered self-employed persons.<br><br>1.4 Number of |

| Objectives | Strategies | Targets | Indicators |
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| | 1.3 Re-design our social services so that they remove any remaining forms of dependence and create a fully self-reliant system that is well integrated, people-centred, and cost effective.<br><br>1.4 Reform the political system to give communities and civil society organisations greater scope to develop and to undertake, or contribute to, initiatives which are beneficial to them.<br><br>1.5 Encourage enterprise development, entrepreneurship and self-employment.<br><br>1.6 Encourage greater participation in institutions designed to build character and promote nation building.<br><br>1.7 Develop programmes that empower all persons in the society.<br><br>1.8 Develop stronger partnerships between the state and communities.<br><br>1.9 Promote and engender pride in the use of indigenous products. | number of persons reliant upon the state for welfare services.<br><br>1.2 Significant expansion in self-employment. | persons on welfare. |
| 1.3 To Build Social Cohesion. | 1.1 Find creative ways of reconciling differences of class, race and generation through social interaction, shared activities and a shared vision of Barbados.<br><br>1.2 Create a dynamic, vibrant and extended public space where different groups, | 1.1 Substantial increase in the extent of social interaction between races and classes.<br><br>1.2 Substantial increase in the number of community-based groups and organisations. | 1.1 Number of community groups.<br><br>1.2 Number of events facilitating social interactions. |

| Objectives | Strategies | Targets | Indicators |
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| | generations and classes can mingle in physical and social activities so as to create mutual respect, tolerance and build community.<br><br>1.3 Break down the old paradigm of the black community functioning in the public sector and political life, and the white and other minorities in the private sector, and ensure that there is a welcoming and enabling social and economic environment that embraces diversity.<br><br>1.4 Promote, through education and culture, the values and attitudes necessary for building trust and social cohesion.<br><br>1.5 Enhance social interaction and trust by ensuring that housing in Barbados embraces all income groups and has community facilities.<br><br>1.6 Create avenues at the national level for different groups, races, generations and classes to present their views and concerns and to encourage healthy and constructive debate on such matters to facilitate trust and an appreciation of diversity.<br><br>1.7 Re-develop and upgrade all depressed urban and rural communities.<br><br>1.8 Find innovative ways of fully integrating the differently-abled into all spheres of economic and social activity. | 1.3 Substantial increase of differently-abled persons in the workforce and in self-employment. | |

| Objectives | Strategies | Targets | Indicators |
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| | 1.9 Undertake appropriate programmes to facilitate the re-integration back into society of persons who have served prison sentences. | | |
| 1.4 To Ensure Social Justice. | 1.1 Use the law creatively as a tool of social and economic empowerment sensitive to the cultural realities of Barbados so that we create a society of greater equity, justice, tolerance and genuine opportunity for all.<br><br>1.2 Ensure that legal justice and social justice coincide so that people perceive that there is fairness in society. This requires the fair and impartial application of the law, while ensuring not only access to justice for all but the timely dispensation of justice.<br><br>1.3 Promote the economic enfranchisement of ordinary Barbadians so as to allow them to take part in the mainstream of economic life in the country. The conditions necessary to ensure access to, and ownership of, capital by ordinary Barbadians must therefore be created.<br><br>1.4 Eradicate material poverty and the marginalisation and stigmatisation of the poor through an expanded range of new social and economic opportunities.<br><br>1.5 Ensure that the rights of all, particularly the differently-abled and other vulnerable groups, are clearly articulated and protected in all aspects of our society. | 1.1 An enhanced position of Barbados on the Rule of Law Index.<br><br>1.2 Expansion in the provision of free legal services by 2010.<br><br>1.3 Integrity legislation developed by 2008.<br><br>1.4 The review and revision of all laws that still provide for the stigmatisation of the poor and disadvantaged by 2010. | 1.1 Position of Barbados in the Rule of Law index.<br><br>1.2 Number of persons accessing legal aid.<br><br>1.3 Enactment of integrity legislation.<br><br>1.4 Number of laws reviewed and revised. |

| Objectives | Strategies | Targets | Indicators |
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| | 1.6 Ensure that there is greater transparency and accountability in the business community so that all Barbadians can be confident that they have equal access to, and opportunity in, private enterprise.<br><br>1.7 Determine the appropriate uses of land in light of the rules of the new global economy and the traditional sensitivities of Barbadians to the ownership of, and access to, land.<br><br>1.8 Address the concerns of the youth, especially the undereducated, unemployed and at-risk groups, so as to bring them into the mainstream and give them a strong stake in the society.<br><br>1.9 Develop forums for dealing with perceived social injustices.<br><br>1.10 Conduct an education awareness drive to educate all Barbadians of their fundamental rights and responsibilities under the Constitution.<br><br>1.11 Continue to support the development of an independent and responsible media. | | |
| 1.5 To Facilitate Self-expression, Creativity, Personal Development and Self-actualisation. | 1.1 Create and enhance conduits for self-expression and personal development by developing the arts and cultural industries.<br><br>1.2 Develop an environment conducive to creative expression in other aspects of life, such as in business endeavours and interactions with civil society. | 1.1 Significant increase in the number of artistes. | |

| GOAL TWO: "Firm craftsmen of our fate": *New Governance for New Times.* | | | |
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| **Objectives** | **Strategies** | **Targets** | **Indicators** |
| 1.1 To Strengthen the Constitution. | 1.1 Make the constitutional changes to achieve a Republic with a Barbadian Head of State; a reform of the electoral and political party system; the executive, legislature and the judiciary, and a strengthening of democratic governance.<br><br>1.2 Reinforce the Social Partnership by strengthening its institutional capacity and by anchoring it in the Constitution. | 1.1 Revised Constitution in place by 2006.<br><br>1.2 Additional social partnership arrange-ments.<br>New Constitution in place by 2006. | |
| 1.2 To Enhance Popular Political Participation. | 1.1 Take initiatives to strengthen popular political participation through the empowerment of communities.<br><br>1.2 Strengthen the political party system.<br><br>1.3 Provide increased avenues for discussion of current and topical issues and matters of interest, such as town hall meetings and the effective use of new and traditional information and communications technology.<br><br>1.4 Re-kindle the interest of the youth in civic matters through educational and other programmes. | 1.1 90% voter turnout by 2025. | 1.1 Number of registered voters casting ballots. |
| 1.3 To Strengthen Civil Society. | 1.1 Make governance more transparent and accountable in the public sector, civil society and the business community. | 1.1 Freedom of Information Act developed by 2008.<br><br>1.2 Charter of Rights for Civil Society created by 2007. | 1.1 Freedom of Information Act enacted.<br><br>1.2 Charter of rights legislation enacted. |

| Objectives | Strategies | Targets | Indicators |
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| | 1.2 Promote the role of the private sector, trade unions, non-governmental organisations and civic-based organisations in transparent and accountable governance.<br><br>1.3 Enhance the independent role of the media and ensure greater access to information.<br><br>1.4 Facilitate the integration of civil society into all spheres of activity in Barbados, as well as in the country'sinteractions at the regional and international level.<br><br>1.5 Equip civil society with the tools necessary to contribute in a substantive way to national decision-making and the implementation of national initiatives.<br><br>1.6 Assist in the development and empowerment of a civil society that is self-reliant and non-partisan. | | |
| 1.4 To Remodel the Public Service. | 1.1 Ensure that in the newparadigm of governance there is a better fit between the tasks of government and the way in which the public service is structured.<br><br>1.2 Promote greater openness, transparency and accountability in the operations of central government as well as in the operations of public enterprises. | 1.1 Completion of organisational reviews of each Ministry by 2015 to ensure that existing structures are appropriate to the attainment of organi-sational goals.<br><br>1.2 The enactment by 2006 of the Public | 1.1 The number of organisational reviews com-pleted by 2015.<br><br>1.2 The new Public Service Act is enacted by 2006.<br><br>1.3 The number of complaints |

| Objectives | Strategies | Targets | Indicators |
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| | 1.3 Facilitate the sharing of information and the quick and easy access to information throughout the public sector and access to information for the private sector and civil society organisations.<br><br>1.4 Remodel various aspects of the public service to reduce bureaucracy and increase efficiency and effectiveness through performance-based initiatives.<br><br>1.5 Integrate modern information and communications technologies into the operations of government to facilitate maximum operational efficiency.<br><br>1.6 Promote the development of a more customer and service delivery oriented public service.<br><br>1.7 Build the human resource capacity within the public service to allow it to operate at maximum capacity.<br><br>1.8 Ensure that the public service has the human resource capacity and appropriate organisational structures to facilitate the efficient and effective attainment of national goals. | Service Act which will be designed to encourage modern management practices and to develop a culture of openness, transparency and accountability in the public service.<br><br>1.3 Reports of excessive red tape in relation to accessing information reduced by 50%.<br><br>1.4 Introduction of a revamped performance management system which appraises the performance of employees on objective and measurable work outputs.<br><br>1.5 The creation of the Central Information Management Agency to champion the Government's e-government strategy and programmes which will be geared at ensuring the optimum use of information and communication technology to achieve maximum operational efficiency in the public service.<br><br>1.6 The establishment of seven customer charters in public sector agencies through consultation with stakeholders by 2010.<br><br>1.7 The development of a five-year training plan for the public service based on the identification of human resource development needs of the public sector gathered through a training needs assessment project. | received by Government agencies in respect of access to information.<br><br>1.4 The number of employees trained in the new performance management system.<br><br>1.5 The number of agencies implementing the performance management system.<br><br>1.6 The Central Information Management Agency (CIMA) established and operational.<br><br>1.7 The number of charters established by 2010 or at intervals in between 2010.<br><br>1.8 A five-year training plan for the public service developed and implemented.<br><br>1.9 A manpower resources plan developed and implemented by 2010. |

| Objectives | Strategies | Targets | Indicators |
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| | | 1.8 The development by 2010 of a manpower resources plan for the public service that identifies the appropriate human resources required to meet national goals in the most efficient and effective manner. | |
| 1.5 To Protect our Nation. | 1.1 Enhance security for all in an integrated fashion that takes into account health, a safe food supply, the environment, education, culture, information, penal reform and law enforcement.<br><br>1.2 Develop programmes to deal with external threats that arise from the proliferation of transnational crime - such as, the trafficking of women and illegal drugs, gun smuggling, money laundering and international terrorism.<br><br>1.3 Work with like-minded states in relevant international forums to achieve a global order based on the rule of law, security, justice and equity.<br><br>1.4 Take initiatives to prevent and, where possible, rid the society of crime, lawlessness and corruption so as to make Barbadians feel safe in their homes, on the streets, in their place of work and entertainment, and in the conduct of their general affairs. | 1.1 A significant reduction in crime by 2025.<br><br>1.2 Integrated national security plan developed by 2008. | 1.1 National crime statistics.<br><br>1.2 Integrated national security plan in place. |

| Objectives | Strategies | Targets | Indicators |
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| 1.6 To Maintain Harmonious Industrial Relations. | 1.1 Strengthen and enhance the Social Partnership as an instrument for civic engagement, productivity improvements and for building social cohesion.<br><br>1.2 Create new and better forums for dialogue between workers and employers.<br><br>1.3 Uundertake institutional strengthening of the Labour Department to ensure the effective delivery of core functions such as conciliation, inspections and complaints investigation.<br><br>1.4 Create an enabling environment for economic growth and development, as well as for safeguarding the fundamental rights of workers.<br><br>1.5 Promote labour-management cooperation and good work practices at the level of the enterprise to address the decent work deficit.<br><br>1.6 Promote the concept of decent work in small and medium sized enterprises, as well as in the informal sector.<br><br>1.7 Compile a comprehensive and consolidated framework of laws to govern industrial relations practices. | 1.1 Employment Rights legislation enacted by 2006.<br><br>1.2 Sexual Harassment legislation on the statute books by the end of 2005.<br><br>1.3 Minimum Wages legislation enacted by the end of 2007.<br><br>1.4 Trade Union Recognition legislation enacted by 2008.<br><br>1.5 Establishment of the National Labour Code by 2008.<br><br>1.6 Additional programmes to address the decent work deficit in Barbados.<br><br>1.7 A general policy on Occupational Safety and Health to be developed by the end of 2007, supported by the Occupational Safety and Health Codes of Practice for specific sectors, beginning with agriculture and construction by the end of 2006.<br><br>1.8 Establishment of functional workplace safety committees to promote the development and implementation of HIV/AIDS workplace policies.<br><br>1.9 Substantial reduction in the number of industrial disputes | 1.1 Statistics on the number of industrial disputes. |

| Objectives | Strategies | Targets | Indicators |
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| | 1.8 Establish a National Labour Code which sets out guidelines for both employer and employee behaviour in the workplace.<br><br>1.9 Strengthen the trade unions and empower them so that they may be heard by employers even in cases where there is no official recognition of the unions.<br><br>1.10 Facilitate trade union rights to have their leaders released for training.<br><br>1.11 Elevate trade union training to certification level. | | |

| GOAL THREE: "Strength and unity": *Building Social Capital.* | | | |
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| **Objectives** | **Strategies** | **Targets** | **Indicators** |
| 1.1 To Expand the Level of Education and Training. | 1.1 Continue the educational initiatives of the Educational Enhancement Programme (EDUTECH) to ensure that everyone enjoys the right to be educated to his or her full potential.<br><br>1.2 Promote, at all educational levels, the development of critical-thinking skills and an entrepreneurial outlook.<br><br>1.3 Increase access to, and enrolment in, tertiary education using distance and e-learning modalities.<br><br>1.4 Enhance adult education, training and lifelong learning.<br><br>1.5 Equip the population with skills to function in the global economy.<br><br>1.6 Enhance the intellectual capability of the public service to research, analyse and understand global processes that may impact on Barbados.<br><br>1.7 Provide universal access to nursery education.<br><br>1.8 Promote the improvement of technical and vocational education and training through the strengthening of such institutions.<br><br>1.9 Promote a judicious mix of private and public sector involvement in the provision of education and training opportunities.<br><br>1.10 Encourage the use of public libraries and community technology centres as avenues to access distance education and web-based learning. | 1.1 80% of persons of age 18-30 either enrolled in or having tertiary education by 2025.<br><br>1.2 100% literacy rate.<br><br>1.3 100% certification of all students leaving secondary school.<br><br>1.4 Significant reduction in work permits granted.<br><br>1.5 Significant growth in the export of knowledge-based, high value services.<br><br>1.6 Internationally recognised accreditation agencies established by 2008.<br><br>1.7 100% access to computers andinformation and communications technology. | 1.1 Number of accreditation agencies.<br><br>1.2 Social statistics generated in the education sector. |

| Objectives | Strategies | Targets | Indicators |
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| 1.2 To Improve the Health of all Barbadians. | 1.1 Enhance public health by the promotion of self-care and healthy lifestyles, especially in view of the growing incidence of chronic diseases.<br><br>1.2 Expand the range and improve the quality of the delivery and management of health services.<br><br>1.3 Continue to reduce the spread of HIV/AIDS and minimise its negative impact.<br><br>1.4 Continue to reduce and prevent substance abuse, and mitigate its destructive impact, especially among young people.<br><br>1.5 Continue to strengthen the human resources by providing training opportunities for all cadres of health personnel. | 1.1 Increase in the average life expectancy rate for both males and females.<br><br>1.2 A substantial reduction in communicable and non-communicable diseases by 2025.<br><br>1.3 Reduction reduction in the HIV/AIDS infection rate by 75%.<br><br>1.4 A substantial reduction in the use of illegal drugs by 2025.<br><br>1.5 Development of the national anti-drug plan by the end of 2005.<br><br>1.6 Achievement of a top ten ranking in the United Nations Human Development Index by 2025. | 1.1 Life expectancy rate.<br><br>1.2 Reported HIV/AIDS cases.<br><br>1.3 Number of persons convicted on drug abuse.<br><br>1.2 Number of communicable and non-communicable diseases. |
| 1.3 To Ensure Affordable and Quality Shelter for all. | 1.1 Ensure that there is easier access to financing.<br><br>1.2 Make sure that there is access to housing and related services, particularly by low and middle-income persons.<br><br>1.3 Forge dynamic partnerships between the private and the public sector for low to middle-income residential construction.<br><br>1.4 Implement and monitor a comprehensive building code.<br><br>1.5 Increase housing densities to conserve scarce land resources. | 1.1 Elimination of homelessness by 2025.<br><br>1.2 Increase in home ownership by 10% per annum.<br><br>1.3 Substantial increase in the construction of low and middle income houses built by 2025.<br><br>1.4 Implementation of a national building code by 2006.<br><br>1.5 100% access to all essential services - roads, drainage, water, electricity - for all homeowners by 2025. | 1.1 Number of units constructed.<br><br>1.2 Number of homeless persons. |

| Objectives | Strategies | Targets | Indicators |
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| | 1.6 Explore innovative approaches to the provision of shelter.<br><br>1.7 Encourage the development of housing co-operatives.<br><br>1.8 Encourage and facilitate the labour movement in its efforts to provide housing for its members.<br><br>1.9 Develop effective means of providing shelter for vulnerable groups including, the aged, street people, the homeless and differently-abled persons. | | |
| 1.4 To Develop the Youth. | 1.1 Strengthen the appropriate institutions to deliver greater and more efficient services for the development and protection of the youth.<br><br>1.2 Improve the use of information and communications technology in youth education programmes.<br><br>1.3 Undertake greater initiatives to attract and retain more young persons in entrepreneurship programmes.<br><br>1.4 Create strategic partnerships with the private sector and civil society to undertake mentoring and counselling programmes for the youth.<br><br>1.5 Implement programmes that will see marginalized young people being re-integrated into the mainstream of society. | 1.1 The elimination of voluntary idleness among the youth by 2025.<br><br>1.2 The significant enhancement of the contribution of young people to national development.<br><br>1.3 Substantial reduction in the incidence of reported youth crime.<br><br>1.4 Increase in the percentage of youth engaged in post-secondary education and training by 10% per annum.<br><br>1.5 Increase in the number of business start-ups by youth by 10% per annum.<br><br>1.6 Development of a new juvenile justice policy by 2008.<br><br>1.7 80% reduction in juvenile delinquency by 2025. | 1.1 Number of youth crimes committed.<br><br>1.2 Number of youth in post-secondary education.<br><br>1.3 Number of business start-ups by youth. |

| Objectives | Strategies | Targets | Indicators |
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| | 1.6 Develop more structured programmes to enhance education, self-awareness and health among the youth.<br><br>1.7 Develop innovative partnerships with the private sector to re-tool and re-habilitate the unemployed and those who are marginalized as a result of imprisonment.<br><br>1.8 Develop programmes that promote the prevention of juvenile delinquency by providing immediate and effective interventions (early screening and assessment) through the implementation of comprehensive community approaches. | | |
| 1.5 To Improve the Quality of Life of the Aged and Differently-abled. | 1.1 Recognise the worth of our ageing population as a repository of wisdom, experience and skills.<br><br>1.2 Integrate fully the vulnerable and the differently-abled into our society and implement initiatives to use their abilities and improve the quality of their lives.<br><br>1.3 Implement initiatives to facilitate the participation of the aged in national affairs.<br><br>1.4 Provide enabling legislation to remove discrimination towards persons with disabilities wherever it occurs.<br><br>1.5 Increase public educational awareness about all aspects of disability. | 1.1 A substantial increase in the number of disabled persons employed in decent and quality jobs.<br><br>1.2 A significant increase in the representation of the disabled and aged in national forums. | |

| Objectives | Strategies | Targets | Indicators |
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| 1.6 To Build Stronger Communities. | 1.1 Provide programmes and facilities for education and training at the community level.<br><br>1.2 Support the development of community-based business projects.<br><br>1.3 Strengthen community-based programmes for the protection of residential areas.<br><br>1.4 Expand and upgrade the provision of community facilities.<br><br>1.5 Attract more private sector entities to contribute towards the betterment of the community.<br><br>1.6 Allocate more resources for the overall development of the communities.<br><br>1.7 Conduct community surveys to identify needs and priorities of specific communities.<br><br>1.8 Consult and involve community organisations and leaders in the design, management and care of community facilities.<br><br>1.9 Develop creative programmes with a focus on building strong families and developing appropriate parenting systems. | 1.1 Expansion of neighbourhood watch programmes to every community.<br><br>1.2 Significant representation of communities on the agencies that manage community facilities.<br><br>1.3 Conduct of three comprehensive leadership training programmes for community-based organisations each year.<br><br>1.4 The construction or upgrade of at least one civic community centre every three years.<br><br>1.5 A significant increase in the funds allocated to community-based activities. | 1.1 Number of neighbourhood watched established and in operation.<br><br>1.2 Number of communities represented on agencies. |

| Objectives | Strategies | Targets | Indicators |
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| 1.7 To Develop Sports and Culture | 1.1 Enhance the cultural and sporting infrastructure.<br><br>1.2 Utilise state-of-the-art technology in the area of sports training.<br><br>1.3 Place greater emphasis on cultural education.<br><br>1.4 Initiate more joint public-private sector partnerships to promote, market and distribute cultural and sporting products.<br><br>1.5 Establish a centre to focus on the creation of innovative and practical designs of souvenirs and other craft items.<br><br>1.6 Develop Barbados as a location for quality film and video production and introduce an internationally recognized national film festival as a showcase for a viable film industry.<br><br>1.7 Expand the level of investment in the development of the cultural and sporting industry.<br><br>1.8 Develop a comprehensive database pertaining to all forms of sport in Barbados, documenting activities and training methods, available facilities, coaching facilities and sources of funding.<br><br>1.9 Establish a documentation centre for best practices pertaining to coaching training and career opportunities.<br><br>1.10 Further integrate sport and culture into tourism development. | 1.1 The establishment of a Film and Media Commission by 2006.<br><br>1.2 The establishment of a National Art Gallery by 2008.<br><br>1.3 The creation of a National Performing Arts School by 2008.<br><br>1.4 The establishment of a Sports and Cultural Endowment Fund by 2008.<br><br>1.5 Substantial increase in economic returns from the entertainment industry.<br><br>1.6 A creative centre by 2010. | 1.1 Number of persons employed in sports and cultural industries.<br><br>1.2 Proportion of national income generated from the recording industry. |

| Objectives | Strategies | Targets | Indicators |
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| 1.8 To Eradicate Poverty. | 1.1 Provide the basic necessities for the poor and disadvantaged.<br><br>1.2 Clear slums and promote urban renewal.<br><br>1.3 Assist with the development of employment opportunities for needy individuals and groups.<br><br>1.4 Improve the management of all poverty eradication programmes.<br><br>1.5 Institute a more comprehensive public awareness and educational campaign to allow for a better understanding of poverty issues.<br><br>1.6 Establish greater partnerships between policy makers, academics and community organisations to facilitate the development of appropriate solutions to poverty.<br><br>1.7 Strengthen social security systems and the social protection network.<br><br>1.8 Create programmes to move persons from welfare to work.<br><br>1.9 Continue to provide training opportunities for the unemployed and persons in disadvantaged communities.<br><br>1.10 Ensure the effective monitoring and evaluation of the poverty eradication programmes.<br><br>1.11 Promote and enhance rural development. | 1.1 A national poverty database by 2008.<br><br>1.2 Longitudinal tracer studies implemented by 2010 for persons who applied for and received Government assistance.<br><br>1.3 40% reduction in the number of registrants at the Welfare Department, Poverty Alleviation Bureau, etc. by 2010.<br><br>1.4 Detailed analysis of the root causes of poverty completed by 2010. | 1.1 United Nation's Human Development Index.<br><br>1.2 Significant improvement in Barbados' position on the poverty indices. |

| **GOAL FOUR: "These fields and hills": *Preserving our Environment and Strengthening the Physical Infrastructure.*** | | | |
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| **Objectives** | **Strategies** | **Targets** | **Indicators** |
| 1.1 To Promote and Facilitate the Environmentally Sustainable Use of our Natural Resources. | 1.1 Integrate environmental considerations into all aspects of national development.<br><br>1.2 Encourage the participation of civil society and the private sector in environmental management.<br><br>1.3 Ensure the development of accurate data and information systems through mapping and recording of all environmental assets.<br><br>1.4 Ensure that the integrity of natural features, wildlife habitats, significant flora and fauna, and important landscape and seascape features and protected areas are maintained during the process of development.<br><br>1.5 Promote public education awareness and appreciation of the direct inter-relationships among the three pillars of economic growth, social justice and equity and environmental management.<br><br>1.6 Protect the island's water supply including, groundwater resources and waters in coastal aquifers.<br><br>1.7 Promote improved approaches to the management of solid waste and sewage.<br><br>1.8 Promote the use of clean technologies and sustainable development practices in order to reduce the negative external consequences of development activity. | 1.1 Establishment of the west coast sewage system.<br><br>1.2 Establishement of environmentally friendly communities.<br><br>1.3 Significant reduction in the illegal dumping of waste.<br><br>1.4 Substantial increase in the area of land allocated to and managed as green spaces.<br><br>1.5 A more educated and environmentally conscious Barbadian public. | |

| Objectives | Strategies | Targets | Indicators |
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| | 1.9 Ensure effective conservation of the island's coastal and marine eco-systems and living resources, while improving their quality.<br><br>1.10 Ensure that appropriate development standards are used to build resilience against the **increasing intensity of natural hazards associated with the effects of climate change, as well as eliminating those practices which lead to global warming and sea-level rise.**<br><br>1.11 Promote sustainable land management practices.<br><br>1.12 Promote the development of green and open spaces throughout the island.<br><br>1.13 Strengthen and enforce the laws against the illegal dumping of waste. | | |

| Objectives | Strategies | Targets | Indicators |
|---|---|---|---|
| 1.2 To Maintain a Safe and Reliable Water Supply. | 1.1 Ensure the efficient and effective management of the existing water resources.<br><br>1.2 Establish a programme for the augmentation of the water supply to adequately accommodate the needs of domestic and commercial users and for irrigation purposes.<br><br>1.3 Introduce mechanisms to ensure a continued safe supply of water.<br><br>1.4 Minimise the negative environmental impact of residential and industrial buildings located in Zone 1 areas.<br><br>1.5 Establish a programme for the renewal of water mains.<br><br>1.6 Develop an effective monitoring system for the disposal of toxic waste.<br><br>1.7 Promote water conservation. | 1.1 Reduction of losses from the existing water supply by 50%.<br><br>1.2 50% increase in water supply from new sources.<br><br>1.3 A technologically modern system of supply and distribution.<br><br>1.4 100% access to potable water.<br><br>1.5 Database on water mains in place.<br><br>1.6 Substantial increase in the number of mains replaced or upgraded per annum.<br><br>1.7 10% increase in the efficiency of water use. | |
| **1**.3 To Ensure an Efficient and Reliable Energy Sector | 1.1 Increase the local production of crude and natural gas and pursue production opportunities abroad.<br><br>1.2 Ensure that there is a reliable supply of petroleum products at the most economical prices to meet current and future needs. | 1.1 40% of the energy supply obtained from renewable sources by 2025.<br><br>1.2 1,300 Barrels of oil per day and 2.0 million cubic feet of natural gas per day from domestic sources. | |

| Objectives | Strategies | Targets | Indicators |
|---|---|---|---|
| | 1.3 Develop programmes to expand the supply of renewable energy.<br><br>1.4 Diversify the energy mix to reduce the impact of world oil prices and vulnerabilities associated with over dependence on oil.<br><br>1.5 Expand the natural gas distribution system on the basis of imported natural gas.<br><br>1.6 Explore the use of solar power and compressed natural gas in public and private transport vehicles.<br><br>1.7 Expand energy efficiency standards and the labelling of energy-using products to ensure increased energy efficiency.<br><br>1.8 Promote greater energy conservation. | 1.3 A substantial increase in the range of services for which renewable energy is utilised.<br><br>1.4 Significant increase in the number of businesses producingrenewable energy.<br><br>1.5 Establishment of a renewable energy centre.<br><br>1.6 50% increase in households using solar energy for water heating.<br><br>1.7 30 megawatts (MW) of electricity provided by baggase co-generation. | |
| 1.4 To Develop a Modern Transport Infrastructure | 1.1 Continue the construction and maintenance of roads.<br><br>1.2 Implement an appropriate traffic management system.<br><br>1.3 Improve the adequacy **and reliability of the public transport system.**<br><br>1.4 Ensure adequate sea and airport facilities and links.<br><br>1.5 Develop a comprehensive national transportation policy. | 1.1 Reduction in serious road accidents by 50%.<br><br>1.2 A park and ride system by 2008.<br><br>1.3 An appropriate fleet replacement programme for all public transport vehicles by 2010.<br><br>1.4 Prepaid travel cards for public transportation by 2008.<br><br>1.5 An express bus service along key corridors by 2012.<br><br>1.6 A dedicated school bus service by 2008. | 1.1 Rate of **Accidents.** |

| Objectives | Strategies | Targets | Indicators |
|---|---|---|---|
| | | 1.7 A public transport authority established by 2008. | |
| 1.5 To Improve Disaster Management. | 1.1 Develop a Comprehensive National Multi-hazard Disaster Management Plan.<br><br>1.2 Develop a modern disaster management infrastructure including an appropriate legislative and technological framework.<br><br>1.3 Conduct awareness and educational programmes to ensure that Barbadians are fully seized of the appropriate steps to take during all phases of the disaster management continuum.<br><br>1.4 Enhance the response capacity at the national and community level through appropriate training and other measures.<br><br>1.5 Develop a comprehensive national building code.<br><br>1.6 Develop policies for the management of mass crowd events | 1.1 Disaster response storage capacity developed at the air and sea ports.<br><br>1.2 Level I shelters established in each parish and near each major residential area/ hub.<br><br>1.3 Development of a comprehensive national multi-hazard disaster management plan by 2006.<br><br>1.4 Establishment of the Barbados Emergency Management Agency by the end of 2005.<br><br>1.5 100% conformity with the National Building Code. | |
| 1.6 To Maintain an Efficient Land-use Policy | 1.1 Promote the efficient use of public infrastructure and safeguard arable agricultural land by discouraging the conversion of arable land to non-agricultural production, guiding non-agricultural uses to the Urban Corridor and minimizing adverse impacts on agricultural operations. | 1.1 An amemded Physical Development Plan every 5 years.. | |

| Objectives | Strategies | Targets | Indicators |
|---|---|---|---|
| | 1.2 Provide residents with a choice of living environments in urban, suburban and rural settlement locations.<br><br>1.3 Encourage the creation of diverse, self-contained communities in newly urbanizing areas through the development of detailed community plans.<br><br>1.4 Promote the efficient use of public infrastructure by directing the majority of new growth to clearly defined urban corridors, rural settlements with growth potential and national park villages.<br><br>1.5 Promote and facilitate opportunities for small farm creation and increase ownership accessibility to arable lands. | | |

| GOAL FIVE: "Upward and onward": *Enhancing Barbados' Prosperity and Competitiveness.* | | | |
|---|---|---|---|
| **Objectives** | **Strategies** | **Targets** | **Indicators** |
| 1.1 To Substantially Increase Barbados' Annual Sustainable Growth Rate | 1.1 Increase domestic and foreign investment in the public and private sector.<br><br>1.2 Increase the level of productivity, efficiency and competitiveness of the economy.<br><br>1.3 Increase innovation and develop a new entre-preneurial culture.<br><br>1.4 Enhance investment opportunities through the development of financing facilities.<br><br>1.5 Substantially increase output, especially in the tradable sectors of:<br>a. tourism;<br>b. international business and financial services;<br>c. manufacturing;<br>d. agriculture and fisheries.<br><br>1.6 Create new export services while expanding existing ones, such as culture, sports, education, professional services, construction services, computer services and health.<br><br>1.7 Embrace service excellence in both the private and public sector.<br><br>1.8 Enhance the volume and value of trading on the Barbados Stock Exchange.<br><br>1.9 Increase the rate of gross national savings and investment.<br><br>1.10 Use incentives to promote and strengthen linkages between the various productive sectors so that growth in one sector can induce growth in another. | 1.1 A sustainable annual average growth rate of no less than 5%.<br><br>1.2 A substantial increase in market capitalisation.<br><br>1.3 A substantial increase in the rate of gross national savings investment rate. | 1.1 Real GDP growth rate.<br><br>1.2 Value and volume of shares traded on the Barbados stock exchange.<br><br>1.3 Gross national investment.<br><br>1.4 Public Sector Investment programme (PSIP) |

| Objectives | Strategies | Targets | Indicators |
|---|---|---|---|
| 1.2 To Achieve Full Employment | 1.1 Create new business enterprises and expand existing ones on a sustainable basis..<br><br>1.2 Develop a modern synergistic manpower planning framework that incorporates the concepts of decent work and the creation of quality jobs.<br><br>1.3 Facilitate the access of Barbadians to regional, hemispheric, and global labour markets.<br><br>1.4 Develop a new culture of entrepreneurship and cadres of local business entrepreneurs.<br><br>1.5 Integrate the informal sector into the formal sector.<br><br>1.6 Facilitate job-based growth rather than jobless growth through appropriate macroeconomic policies.<br><br>1.7 Accelerate job-based labour market reform.<br><br>1.8 Create dynamic and comprehensive labour market information systems to guide and facilitate structured decision-making.<br><br>1.9 Equip the labour force with the skills to function in the global economy. | 1.1 An average annual unemployment rate not exceeding 5% by 2025.<br><br>1.2 A significant reduction in the average duration of unemployment.<br><br>1.3 A significant incorporation of the informal sector into the formal sector.<br><br>1.4 Database on the informal sector developed by 2009.<br><br>1.5 A significant increase in human resource development.<br><br>1.6 A significant increase in the rate of self-employment. | 1.1 Unemployment rate.<br><br>1.2 Unemployment claims and duration.<br><br>1.3 Informal sector statistics.<br><br>1.4 Number of persons trained and retrained.<br><br>1.5 Tailored training programmes developed.<br><br>1.6 Number of persons registered as being self-employed. |

| Objectives | Strategies | Targets | Indicators |
|---|---|---|---|
| 1.3 To Ensure Strong Macroeconomic Fundamentals. | 1.1 Maintain exchange rate stability.<br><br>1.2 Develop a framework of fiscal transparency and sustainability.<br><br>1.3 Maintain a monetary policy stance geared towards the objective of sustainable foreign exchange based growth.<br><br>1.4 Maintain a low and stable rate of inflation.<br><br>1.5 Achieve full employment.<br><br>1.6 Maintain a strong and sustainable external position.<br><br>1.7 Maintain debt sustainability, which is comfortably within the internationally acceptable standard.<br><br>1.8 Strengthen the investment incentive regime.<br><br>1.9 Maintain a policy framework where increases in income do not rise in excess of increases in productivity. | 1.1 Average fiscal sustainability at a level not exceeding 2.5% of GDP.<br><br>1.2 Average annual inflation rate not exceeding 2.5%.<br><br>1.3 Average annual unemployment rate not exceeding 5%.<br><br>1.4 A debt to GDP ratio not exceeding 60%.<br><br>1.5 An external current account deficit not exceeding 5% of GDP.<br><br>1.6 The import reserve cover not less than 3 months.<br><br>1.7 A wage-to-GDP ratio not exceeding 30%. | 1.1 Fiscal balance as a % of GDP.<br><br>1.2 Consumer price index (CPI).<br><br>1.3 The unemployment rate.<br><br>1.4 External debt to GDP ratio.<br><br>1.5 Current account to GDP (%).<br><br>1.6 The import reserve cover.<br><br>1.7 Other leading macroeconomic indicators. |

| Objectives | Strategies | Targets | Indicators |
|---|---|---|---|
| 1.4 To Safeguard Food and Nutrition Security. | 1.1 Develop a national food security programme.<br><br>1.2 Identify agricultural inputs and products which may be effective substitutes for those that have been traditionally imported.<br><br>1.3 Advance a trade policy regime to protect sensitive products and to minimise the cost of critical inputs.<br><br>1.4 Enhance the agricultural health and food safety programme through the rationalisation, upgrade and international accreditation of government laboratories and related facilities in veterinary services, plant health, international food safety standards, pest and disease detection and control, and pesticide use.<br><br>1.5 Rationalise and regulate the fishing fleet and market infrastructure to ensure Sanitary and Phyto-Sanitary (SPS) compliance and adherence to Hazard Analysis Critical Control Point (HACCP) principles.<br><br>1.6 Define an agricultural green belt for the maintenance of a minimum critical area to facilitate food production.<br><br>1.7 Ensure that there is a reliable supply of safe and nutritious food at the most economical prices to meet current and future needs.<br><br>1.8 Promote and institute good agricultural practices. | 1.1 50% reduction in our dependence on food imports.<br><br>1.2 National Food Security Programme developed by 2010. | 1.1 % of food imported.<br><br>1.2 Food Security Programme established. |

| Objectives | Strategies | Targets | Indicators |
|---|---|---|---|
| 1.5 To Create the Entrepreneurial Society. | 1.1 Facilitate a mindset change among all Barbadian towards entrepreneurship.<br><br>1.2 Facilitate easier access to ownership of the means of production among poor Barbadians.<br><br>1.3 Strengthen entrepreneurship education and training at primary, secondary and tertiary levels.<br><br>1.4 Continuously develop cadres of young entrepreneurs.<br><br>1.5 Integrate programmes of credit, advisory, marketing and other relevant assistance that is to be provided to small and start-up businesses.<br><br>1.6 Facilitate the movement of labour between the public and private sector.<br><br>1.7 Facilitate the display of creative products and ideas generated by secondary and tertiary students.<br><br>1.8 Facilitate the mentoring of potential young entrepreneurs through attachments to established businesspersons.<br><br>1.9 Encourage promising graduates at secondary and tertiary levels to enter the world of business.<br><br>1.10 Facilitate and promote the development of small and medium-sized enterprises. | 1.1 A substantial increase in the number of globally competitive Barbadian entrepreneurs by 2025.<br><br>1.2 A significant increase in the number of new business enterprises established and the rate of expansion of existing ones. | 1.1 Number of local firms trading in foreign markets.<br><br>1.2 Number of new businesses registered.<br><br>1.3 Growth in assets of existing businesses. |

| Objectives | Strategies | Targets | Indicators |
|---|---|---|---|
| | 1.11 Reform and modernise the banking and non-banking financial sectors to make them more responsive to, and supportive of, new entrepreneurs, as well as to give a more proactive and strategic role in providing a range of new investment instruments.<br><br>1.12 Continuously identify and develop potentially lucrative niche areas through which young entrepreneurs can focus their efforts and resources. | | |
| 1.6 To Develop the Information Economy. | 1.1 Create the information architecture, infrastructure and human resources capacity for the information economy.<br><br>1.2 Continue to liberalise the telecommunications sector to make it more competitive and cost efficient.<br><br>1.3 Establish Barbados as a research and development centre in science and technology.<br><br>1.4 Ensure that the information services sector (public and private) is knowledge driven, and has an improved capacity to identify and analyse global opportunities for, and threats to, the information economy in Barbados.<br><br>1.5 Establish the legislative, fiscal and training framework to stimulate the development of information industries.<br><br>1.6 Establish a comprehensive e-government system. | 1.1 Establishment of a cutting edge information society.<br><br>1.2 Achievement of a substantial computer literacy rate among all Barbadians.<br><br>1.3 At least one computer in each household.<br><br>1.4 At least one computer per office desk in both the public and private sector.<br><br>1.5 Commercially oriented Government Postal Services by 2010.<br><br>1.6 Enhancednational information services offered by the libraries, archives and the Registration Department by 2010.<br><br>1.7 A substantial increase in the range of business services utilising modern and up-to-date information and communications technology. | 1.1 The computer literacy rate.<br><br>1.2 Access to computer as a percentage of total number of household.<br><br>1.3 Access to computers in the workplace.<br><br>1.4 Revenue from postal services. |

| Objectives | Strategies | Targets | Indicators |
|---|---|---|---|
| | 1.7 Develop a comprehensive national information and communications policy. | | |
| 1.7 To Boost Productivity, Entrepreneurship and Competitiveness. | 1.1 Reduce the costs of doing business in Barbados by, among other things:<br><br>a. Reducing the cost of energy and other inputs;<br>b. Linking the growth of incomes to the growth of productivity;<br>c. Reducing bureaucracy impediments of doing business;<br>d. Implementing a judicious mix of fiscal and monetary policies.<br><br>1.2 Ensure that resources are channeled into the most productive activities.<br><br>1.3 Encourage organisational performance and service excellence.<br><br>1.4 Create a framework of incentives, recognition and rewards for excellence in research and innovation.<br><br>1.5 Establish and maintain a series of internationally recognised sectoral indicators to measure increases or decreases in productivity over time.<br><br>1.6 Develop a national productivity policy.<br><br>1.7 Develop appropriate performance-based incentive schemes. | 1.1 A substantial increase in the rate of national output.<br><br>1.2 A significant increase in the number of new enterprises established and licensed.<br><br>1.3 A substantial increase in Barbados' international price and quality competitiveness.<br><br>1.4 Productivity indicators developed across all sectors by 2011. | 1.1 Gross domestic product.<br><br>1.2 Enterprises established.<br><br>1.3 Productivity indices.<br><br>1.4 Measures of competitiveness. |

| Objectives | Strategies | Targets | Indicators |
|---|---|---|---|
| | 1.8 Facilitate the application of appropriate technology, the growth of e-commerce, organisational re-engineering, human resource development and the development of the appropriate regulatory environment.<br><br>1.9 Develop a holistic framework for enhancing and monitoring both price and non-price international competitiveness. | | |
| 1.8 To Increase the Export of Services and Products. | 1.1 Encourage the development and export of legal, educational, health, sports, cultural, professional and other services.<br><br>1.2 Expand and improve tourism, international business and financial services.<br><br>1.3 Rationalise and modernise agricultural and manufacturing output to niche markets.<br><br>1.4 PromoteBarbados as a hub for regional, hemispheric and international business activity.<br><br>1.5 Establish Barbados as a centre for the re-export of services and products.<br><br>1.6 Enhance and defend the integrity of the financial services sector.<br><br>1.7 Strengthen institutional capacity for the development and promotion of exports.<br><br>1.8 Develop appropriate incentives and other stimuli for export development. | 1.1 A substantial increase in the range, volume and foreign exchange value of Barbadian exports from:<br>a. tourism;<br>b. International business and financial services;<br>c. manufacturing;<br>d. agriculture and fisheries; and<br>e. new and existing export service areas.<br><br>1.2 Export Barbados Inc. established by 2006.<br><br>1.3 Substantial increase in by 2025.<br><br>1.4 A significant increase in the penetration of new markets. | 1.1 Total exports of goods and services (volume and value)in terms of:<br>a. Tourism arrivals;<br>b. long stay and cruise ship and;<br>c. real tourism expenditure;<br>d. No of new international business and services areas established;<br>e. Manufacturing as a contribution to total exports;<br>f. Agriculture and fisheries as a contribution to total exports; |

| Objectives | Strategies | Targets | Indicators |
|---|---|---|---|
| | | | g. New and existing export service areas such as; culture, sports, education, professional services, construction services, computer services and health (all as a contribution to total exports).<br><br>1.2 Number of new export markets |
| 1.9 To Integrate Barbados into the Global Economy. | 1.1 Position Barbados as a bridge for investment between the new European economy and the new economy of the Americas.<br><br>1.2 Maximize our opportunities in services within the CARICOM Single Market and Economy, the Americas, Europe and other regions.<br><br>1.3 Take the opportunity of the Memorandum of Understanding between Barbados and the OECS to create a sub-regional economic space of mutual benefit to our neighbours and ourselves.<br><br>1.4 Encourage Barbadian businesses to spearhead Pan-CARICOM investment and production initiatives and to capitalise on market opportunities regionally, hemispherically and globally by establishing strategic business alliances. | 1.1 Establishment of Barbados as a dominant place among the global leaders in the areas of finance, trade, investment and information technology. | 1.1 International ratings by legitimate international agencies. |

| Objectives | Strategies | Targets | Indicators |
|---|---|---|---|
| | 1.5 Initiate an informal global network of like-minded states to exchange information and build strategic alliances and smart partnerships.<br><br>1.6 Clearly define and advance strong positions in support of the CARICOM Single Market and Economy in such negotiations as the FTAA, the ACP-EU, and the WTO, including the idea of special and differential treatment for small economies. | | |
| 1.10 To Achieve World Class Excellence in the Delivery of Service. | 1.1 Gather on a continuous basis, empirical information on the nature, causes and effects of the perceived customer service delivery deficiencies.<br><br>1.2 Develop a range of standards that must be in place for Barbados to attain the status of a world-class provider of service.<br><br>1.3 Implement service quality training across all sectors of the economy.<br><br>1.4 Build public awareness to generate interest and inspire action relative to service excellence within the entire population.<br><br>1.5 Create a framework of incentives, recognition and rewards for service excellence.<br><br>1.6 Build the institutional capacity to develop and promote service excellence. | 1.1 Achievement of global excellence in the delivery of service by 2015.<br><br>1.2 Implementation of the National Initiative for Service Excellence (NISE) by 2007. | 1.1 Ratings by legitimate international agencies.<br><br>1.2 Progress reports and studies on the impact of the NISE. |

| Objectives | Strategies | Targets | Indicators |
|---|---|---|---|
| 1.11 To be a Leading and Preferred Investment Centre in the World. | 1.1 Build a fully investment friendly environment conducive to both local and foreign investment.<br><br>1.2 Bring the responsibility for administering all investment incentives under one central authority.<br><br>1.3 Consolidate, strengthen and market the framework of investment incentives.<br><br>1.4 Encourage, through fiscal incentives, investment and sustainable growth in the tradable sectors.<br><br>1.5 Revise and consolidate investment incentives, legislation and regulations to reflect regional, hemispheric and global harmonization policies. | 1.1 A top-five investment hub in the Americas.<br><br>1.2 Establishment of a Central Authority. | 1.1 Ratings by legitimate international agencies. |
| 1.12 To Establish a Fully Developed Financial Sector. | 1.1 Strengthen the existing regulatory and institutional framework in order to promote greater direct and portfolio investment by Barbadians, as well as overseas investors, within a regionally harmonized and globally liberalized and competitive financial system.<br><br>1.2 Work with like-mined states to reform international financial institutions to ensure that decisions are made democratically by both developed and developing countries alike. | 1.1 Financial market development comparable to world-class financial services domiciles by 2025.<br><br>1.2 Substantial growth in the non-bank financial sector.<br><br>1.3 An independent early warning system by 2012.<br><br>1.4 A substantial increase in the rate of Barbados' gross savings and investment by 2025. | 1.1 The national savings and investment ratio.<br><br>1.2 Bank and non-bank financial sector assets.<br><br>1.3 Financial sector soundness indicators.<br><br>1.4 Market efficiency indicators.<br><br>1.5 The value, volume and range of shares traded on the Barbados Stock Exchange. |

| Objectives | Strategies | Targets | Indicators |
|---|---|---|---|
| | 1.3 Foster financial market efficiency.<br><br>1.4 Develop an early warning system based on a clearly defined set of financial sector soundness indicators.<br><br>1.5 Pursue policies of monetary and financial integration that do not compromise the future well-being of Barbadians.<br><br>1.6 Transform Barbados' Stock Exchange into a hub of choice for regional, hemispheric and global securities trading.<br><br>1.7 Develop and modernise the non-banking financial sector to boost savings and entrepreneurial activity.<br><br>1.8 Expand the range of financial assets in which Barbadians can invest. | 1.5 A significant increase in market capitalisation.<br><br>1.6 Achievement of a strong form of market efficiency by 2020. | |
| 1.13 To Have the Private Sector Assume a Leading Role in Economic and Social Development. | 1.1 Strengthen and expand public and private sector partnerships.<br><br>1.2 Strengthen private sector institutions.<br><br>1.3 Foster a culture in the private sector of greater reliance and initiative in the development and promotion of economic activity.<br><br>1.4 Strengthen management within the private sector.<br><br>1.5 Promote productivity improvement at all levels within the private sector.<br><br>1.6 Facilitate increased private sector representation in Barbados' regional, hemispheric and global negotions. | 1.1 A substantial increase in the contribution of the private sector to social and economic development. | 1.1 Gross Domestic Product (GDP).<br><br>1.2 Total exports.<br><br>1.3 Total employment in the private sector.<br><br>1.4 Private sector owned social amenities. |

| Objectives | Strategies | Targets | Indicators |
|---|---|---|---|
| 1.14 To Deepen and Broaden Efforts in Research and Development and Innovation. | 1.1 Establish a national research and development and innovation centre equipped with modern state of the art facilities and technology, as well as the best available brains.<br><br>1.2 Develop national awards for excellence in research and development. | 1.1 A national research and development and innovation centre established by 2010.<br><br>1.2 Establishment of a national award scheme for excellence in research and development and innovation no later than 2010. | 1.1 Number of new initiatives emanating from the national research centre.<br><br>1.2 Number of persons receiving national awards for excellence in research and development. |
| 1.15 To Build Stronger Development Partnerships. | 1.1 Undertake an international technical cooperation expansion project to enhance the scope of international technical cooperation with countries and agencies.<br><br>1.2 Build stronger and more effective strategic alliances through partnership arrangements with existing countries and agencies.<br><br>1.3 Strenthen the institutional capacity to more effectively manage international technical cooperation. | 1.1 A substantial increase in Barbados' net benefits from international technical cooperation. | 1.1 International Technical Cooperation Unit.<br><br>1.2 Number of strategic international partnership arrangements between Barbados and other countries and agencies.<br><br>1.3 Returns from International Technical Cooperation (financial and non-financial). |

| GOAL SIX: "Strict guardians of our heritage": *Branding Barbados Globally.* | | | |
|---|---|---|---|
| **Objectives** | **Strategies** | **Targets** | **Indicators** |
| 1.1 To Fashion the Brand. | 1.1 Promote and identify the key values of the Barbados Model (e.g. value placed on strong families and attachment to land, religious beliefs, ethical and moral standards and friendliness of its people.<br><br>1.2 Promote and identify the governance and institutional arrangements for which Barbados has achieved international recognition such as strong adherence to freedom, peace and security, good governance and jurisprudence, stability, evolutionary politics, the volunteeristic model of trade unionism, tripartism via the Social Partnership and the system of free education.<br><br>1.3 Utilise the products and services for which Barbados is renowned to brand Barbados globally (rum, specialty sugars, cricket, West Indian Sea Island Cotton, Black Belly Sheep, healthy and beautiful environment, culture, music and art, etc).<br><br>1.4 Identify new initiatives that enhance the Barbados Model.<br><br>1.5 Promote and facilitatea nation-wide celebration of the Barbados Brand and the Barbados Model.<br><br>1.6 Establish mechan-ismsto develop and protect the intellectual property rights of individuals, corporations and the entire society as they brand Barbados globally. | 1.1 Establishment of a hemispheric centre for good governance by 2015.<br><br>1.2 Creation of an international cricket academy by 2010.<br><br>1.3 Creation of an international trade union centre by 2012.<br><br>1.4 Creation of an international human development centre by 2020.<br><br>1.5 Comprehensive intellectual property legislation and mechanisms developed by 2007. | |

| Objectives | Strategies | Targets | Indicators |
|---|---|---|---|
| 1.2 To Market the Brand. | 1.1 Use the Barbados Brand (which may include several icons or images united by a common theme) to market Barbados globally, so that whatever the product or service exported it is recognised immediately as distinctively Barbadian.<br><br>1.2 Ensure that there is coordination between the Government, the Private Sector, Labour and civil society so that the messages used to communicate the Barbados Brand are compatible and coherent.<br><br>1.3 Engage the Barbadian diaspora in promotingthe Barbados Brand and Model.<br><br>1.4 Use the internet, short wave radio and other media for marketing Barbados globally.<br><br>1.5 Fully exploit all opportunities made available through the hosting of the 2007 International Cricket Council (ICC) World Cup to promote and market the Barbados Brand.<br><br>1.6 Further market Barbados as a premier world tourism destination and international business and financial services domicile.<br><br>1.7 Market Barbados as a premier international zone of peace, security and political and social stabi'lity. | 1.1 Universal recognition of the Barbados Brand by 2025.<br><br>1.2 A top-ten (10) tourism destination in the world.<br><br>1.4 A world-class international business and financial services domicile.<br><br>1.5 The number one nation of peace, security and political and social stability in the world. | |

# APPENDIX

## SECTORAL OBJECTIVES AND STRATEGIES


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## SECTORAL OBJECTIVES AND STRATEGIES

The key objectives and strategies associated with the wide range of economic, social, governance, environmental and infrastructural activities that will help to realise the vision are presented below. Detailed sectoral plans will be formulated utilising these key objectives and strategies as their guide.

## 1. ECONOMIC SECTOR

### 1.1 FISCAL

**Objective 1.1**

**To Develop a Transparent and Sustainable Public Finance Management System.**

**Explanation:**

The purpose is to promote efficiency and effectiveness in the current tax collection systems as well as the system of expenditure management. This would enhance financial stability and sustainability, improve compliance, reduce tax leakages and increase the level of tax revenue collection.

**Strategies:**

**Tax Administration System**

1.1 Undertake institutional strengthening and capacity building of the overall revenue collection systems which will include the design of a new tax administration system for the Inland Revenue Department, the VAT Division and the Land Tax Department.

1.2 Develop e-Government services with the aim of creating an enabling environment that would enhance the efficiency and effectiveness by which business transactions can be undertaken between members of the public and relevant Government agencies with regard to the administration of the tax system.

1.3 Upgrade and modernize the various tax collection agencies, namely the Inland Revenue Department, the Land Tax Department, the VAT Division and the Customs and Excise Department. This will be done by undertaking a revision and automation of the current administrative processes at the various agencies and introducing new technologies and processes to bring the current systems in line with internationally recognized tax administration "best practices".

1.4 Undertake the automation and modernization of the non-tax Revenue Departments such as Corporate Affairs and the Licensing Authority to enhance the collection capacity of these institutions.

1.5 Give consideration to the establishment of a Central Revenue Collection Authority to remove the administrative fragmentation that currently exists in the system.

**Public Expenditure Management**

1.6 Continue to closely monitor expenditure to ensure an efficient and cost effective delivery of public goods/services.

1.7 Maintain a real-time management information system that links the formulation, execution and evaluation modules of budget management, tracks all spending and provide appropriate tools for effective scrutiny and decision-making.

1.8 Develop and maintain an enhanced debt management system.

1.9 Transform the cash based method of financial management to an accrual-based method.

1.10 Maintain the present system of performance budgeting.

1.11 Move from a single year approach to a multi-year approach to allow for more effective planning and budget programmes implementation.

**Debt Management**

1.12 Reduce the debt/GDP ratio in line with the level accepted by International Financial Institutions.

1.13 Maintain a debt portfolio that would not compromise the fiscal position of the country.

1.14 Acquire long term funding from international financial institutions only for those infrastructural development projects that are deemed critical to economic development or economic growth.

1.15 Maintain domestic borrowing as the primary source of funds for financing the fiscal deficit.

**Divestment Policy**

1.16 Improve the efficiency of enterprises identified for divestment and thus enhance their real contribution to economic growth.

1.17 Rationalise Government expenditure and reduce the financial burden of these enterprises on Government.

1.18 Promote private sector growth and allow Government to concentrate on the production of public goods and services.

1.19 Encourage wider participation of nationals in entrepreneurial economic activity.

1.20 Diversify the share ownership of state enterprises.

1.21 Increase the economy's productive capacity as well as its international competitiveness.

## 1.2 MONETARY

**Objective 1.1**

**To Establish a Fully Developed Financial Sector.**

**Explanation:**

Financial development is a necessary precondition towards achieving a fully developed economy.

**Strategy:**

1.1 Strengthen the existing regulatory and institutional framework in order to promote greater direct and portfolio investment, by Barbadians as well as overseas investors, within a regionally harmonised, globally liberalized and, competitive financial system.

1.2 Work with like-minded states to reform international financial institutions so that decisions are made democratically by both developed and developing countries alike.

1.3 Foster financial market efficiency.

1.4 Develop an early warning system based on a clearly defined set of financial sector soundness indicators.

1.5 Fully engage the concepts of monetary and financial integration based on methodologies that do not compromise the future well-being of Barbadians.

1.6 Promote financial diversification in terms of financial products, services and ownership.

1.7 Transform Barbados' Stock Exchange into a hub of choice for Regional, Hemispheric and Global securities trading.

## 1.3 INTERNATIONAL BUSINESS AND FINANCIAL SERVICES

**Objective 1.1**

**To fashion Barbados into a mature international business and financial services centre and regional hub for Pan-Caribbean commercial enterprise.**

**Explanation:**

In some markets, notably Canada and the United States, Barbados is already a destination of choice for foreign investment in goods and services driven largely by its expanding network of investment treaties, competitive legislative environment and highly skilled workforce. To continue to attract and develop investment from its traditional markets, while becoming the domicile of choice for Caribbean companies utilising the opportunities that the single economic space of the CARICOM Single Market and Economy portend, Barbados has to re-brand itself as an international business centre based on a wider and diverse product mix grounded in removing fiscal and other impediments to cross-border trading activities. To this end Barbados must pursue an aggressive marketing and promotion strategy to not only showcase the legislative vehicles supportive of its present constituency in the international business sector but perhaps more importantly present the 'Barbados solution' to those decision-makers who drive the movement of international commerce.

**Strategies:**

1.1 Enhance private-sector driven, government facilitated marketing and promotion of Barbados as an international business and financial services centre.

**Objective 1.2**

**To maintain and enhance Barbados' reputation as a well-regulated country in which to undertake international business and financial services and to be at the forefront of the articulation, acceptance and implementation of international best practice in regulation and supervision.**

**Explanation:**

To succeed as an international business and financial services centre Barbados must continue to comply and exceed international best practices in regulation and supervision of global business operating in Barbados. To do otherwise would be to expose Barbados to international condemnation and reproach. This in turn may affect investor confidence and undermine the viability of Barbados as an international business centre

**Strategies:**

1.1 Consolidate and thereby strengthen the functions of the regulatory and supervisory agencies.

**Objective 1.3**

**To transform Barbados from being a 'high cost' destination into a 'high-value' destination by improving and enhancing the administration and government facilitation of international business and financial services.**

**Explanation:**

An important aspect of a country's competitive advantage with respect to attracting foreign investment is the cost and ease of doing business in the territory. Put differently, a country is more attractive to foreign investment in a government environment characterised by efficiency and effectiveness. This means that Government's administrative framework must be responsive to business realities in accordance with good governance principles. Systems and procedures must be evaluated and modified to ensure that they operate in the manner they were intended. In cases where they operate as hindrances to facilitating business and increasing the cost of doing business in Barbados they should be removed. The timely implementation of well thought out, well drafted legislation is required to maintain Barbados' competitiveness. This must be done with the sure knowledge that such legislation must be responsive to the rapid growth in business activity worldwide because of the successes of free trade, globalisation and trade liberalization.

**Strategies:**

1.1 Enhance the legislative framework to facilitate sectoral development by the modification and introduction of new pieces of legislation to facilitate sectoral and sub-sectoral development.

1.2 Cost reduction initiatives such as the reduction in the cost of telecommunications by encouraging competition and liberalisation in the sector.

1.3 Improve business facilitation in the public sector.

**Objective 1.4**

**To increase the ways, number and kinds of services exported from Barbados building on the opportunities presented by the CARICOM Single Market and Economy, the promise of the Free Trade Area of the Americas and Barbados' participation in the World Trade Organisation.**

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**Explanation**

At present the majority of indigenous service providers in Barbados are not involved in the earning of foreign exchange through the export of services. There is an understandable over-reliance on the domestic market. Businesses must become better acquainted with Barbados' comparative advantage in the area of services. The carrying capacity of the domestic market is limited and unless domestic service providers expand into larger markets it will be increasingly difficult for them to sustain profitability. Moreover, the potential for growth in the traditional financial services market and in the export of non-traditional services must be fully exploited.

**Strategies:**

1.1 Deepen the export culture by diversifying the traditional services sector and encouraging greater investments into non-traditional services.

1.2 Enhance Barbados' investment infrastructure through the expansion of its network of investment treaties including Bilateral Investment Treaties (BITs) and Agreements for the Avoidance of Double Taxation (DTAs).

**Objective 1.5**

**To strengthen the institutional and human resources capacity to support international business development.**

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**Explanation:**

There is currently a severe deficit in relation to the ability to plan and forecast due to a lack of timely and adequate data. Additionally, many institutions responsible for decision-making in relation to international business and financial services lack the capacity to make informed and timely decisions due to a lack of skilled personnel and infrastructure. There is also a need to develop the appropriate skills mix to outfit business and to encourage the development of new as well as existing international business.

**Strategies:**

1.1 Increase the capacity of institutions to conduct research and development.

1.2 Develop and maintain comprehensive statistical information on international business and financial services.

1.3 Outfit the relevant stakeholders with the human resources needed to participate in international business and the provision of financial services.

## 1.4 TOURISM

**Objective 1.1**

### To Increase Average Expenditure Per Visitor.

**Explanation:**

Barbados' tourism product is mature with a reputation for high quality. In this context, the scope for achieving significant rates of growth by simply increasing the volume of visitor arrivals is limited. A part of the growth strategy for the sector must therefore be to achieve higher average rates of expenditure from Barbados' visitor base and of revenue generation from its tourism product. In the face of growing signs that clients are expecting greater degrees of value for their money expended, if Barbados is to continue to capitalise on its high quality market status, it must improve the quality of its product, that is, the entire vacation experience. This includes improvement in the range and quantum of services offered to customers, and ensuring a culture of excellence in all aspects of the vacation experience.

**Strategies:**

1.1 Improve the overall quality of the Barbados product offering in order to deliver higher levels of value for money. Issues relating to the economic cost of a quality vacation experience would be considered.

1.2 Implement an enabling environment, which reduces the cost of initial start-up and operation of a tourism business and ensures that the number and range of tourism products and services are increased.

1.3 Extend incentives to the wider tourism industry to facilitate an improvement in the quality of their products and services and, consequently, offer better value for money. Make it more attractive for small tourism operators to improve their product by offering more attractive funding schemes.

**Objective 1.2**

### To Reduce the Capital Outflows Currently Used to Supply Inputs to the Industry.

**Explanation:**

Given Barbados' very limited natural resource base it becomes necessary for its tourism sector to import most of its inputs; however, this simultaneously creates a drain on foreign exchange. Measures must therefore be put in place to reduce the reliance on foreign inputs and to minimise the costs of inputs.

**Strategies:**

1.1 Reduce the per-unit cost of essential inputs for the small hotel sub-sector through bulk purchasing leading to foreign-exchange savings and greater profitability.

1.2 Facilitate the capture of ownership and control of tourism distribution channels by domestic entrepreneurs thereby reducing the loss of foreign exchange due to payment of commissions to expatriate middlemen.

1.3 Forge closer linkages with related sectors such as agriculture and manufacturing to increase consumption of goods and services with high local value added.

**Objective 1.3**

### To Reduce Operating Costs in the Industry.

**Explanation:**

Operating costs within the industry are extremely high. If investment in tourism is to be encouraged and if tourism ventures are to achieve the desired economic rates of return the costs of the industry must be reduced.

**Strategies:**

1.1 Create a more investor-friendly business environment by reducing the cost of inputs to the industry, such as providing incentives to lower the cost of construction and refurbishment.

1.2 Employ practices that make the most efficient use of scarce resources.

1.3 Increase returns on investment by encouraging workers representatives to employ productivity-based payment schemes to compensate workers in the tourism industry.

1.4 Allow the input price reducing nature of trade liberalisation to exert its fullest deflationary effect on the sector.

**Objective 1.4**

**To Increase Overall Employment Levels and the Quality of the Workforce in the Industry.**

**Explanation:**

There is a strong correlation between new investment and employment. The strategy over the plan period must revolve around spurring new investment in tourism. Additionally, human resource development must also form a major part of the strategy to increase productivity and profitability in order to encourage greater employment.

**Strategies:**

1.1 Increase the level of employment of Barbadians in cruise tourism and create conditions that encourage the conversion of cruise tourism to land-based tourism.

1.2 Increase the level of awareness of the opportunities available in the tourism industry to Barbadians and increase training opportunities for persons wishing to enter the industry and for persons already in the industry to upgrade their skills.

1.3 Achieve greater local ownership and leadership of the tourism industry by enhancing the ability of Barbadians to assume management positions in all aspects of the tourism industry.

**Objective 1.5**

**To Increase Participation by Local Communities in the Ownership and Delivery of Tourism Products and Services.**

**Explanation:**

The participation of communities in the planning and operation of the tourism industry is an important strategy in sustainable tourism development. Communities form part of the vacation experience and are therefore integral to developing and maintaining a high quality and successful tourism product. Their involvement spurs buy-in to the overall developmental goals of the country and allows them to benefit directly from tourism.

**Strategies:**

1.1 Create an appropriate social and economic climate, complemented by the requisite facilitating mechanism, which allows communities to contribute to the planning and development of the tourism industry.

1.2 Sensitise all Barbadians to the importance of tourism and the benefits to be derived from its success.

**Objective 1.6**

**To Ensure Sustainable Tourism Development.**

**Explanation:**

As much as tourism represents Barbados' ability to pay its way in the world, it is also a drain on the resources of the country. Resources in this sense include the built, the natural resources and the culture of Barbados. These resources must be carefully managed and nurtured for tourism to continue to be a viable option for Barbados.

**Strategies:**

1.1 Promote the optimal use of Barbados' land, human resources and services, and the conservation and managed use of the country's cultural, built and natural heritage.

1.2 Promote nature-based and heritage tourism.

1.3 Promote environmentally friendly practices and energy conservation.

1.4 Assess the country's carrying capacity in terms of the number of tourists it can reasonably accommodate.

## 1.5 MANUFACTURING

**Objective 1.1**

**To Improve the Quality of Barbadian Manufactured Products.**

**Explanation:**

A major component of enhancing competitiveness in the industrial sector is to increase the quality of goods produced for both the domestic and international markets. This requires the achievement of international health, safety and quality standards at both the level of the firm and nationally.

**Strategies:**

1.1. Improve standards and sanitary measures to international levels within the sector i.e. ISO 14000, ISO 9000 and HACCP.

1.2. Improve current mechanisms to assist with retooling and providing other such capital to manufacturing.

1.3. Enhance the development and application of technology.

1.4. Encourage, promote and support the development of legislation that enforces and accredits international standards in Barbados.

**Objective 1.2**

**To Increase the Overall Employment Levels and the Quality of the Workforce in the Industry.**

**Explanation:**

The ability to create and enhance employment is conditioned by the business environment and the quality of skills available. The focus must be to create an environment conducive to business development and to develop the necessary human resource capacity.

**Strategies:**

1.1. Increase the awareness of the employment opportunities available in the sector.

1.2. Promote the development of the small business sector and facilitate business development and investment.

1.3. Work closely with tertiary institutions to develop the requisite skill base.

1.4. Promote strategic alliances and joint ventures within the sector.

**Objective 1.3**

## To Reduce Production Costs in the Industry.

**Explanation:**

A major component of viability and competitiveness relates to the ability to minimise cost. Barbados remains a high cost jurisdiction. Efforts must be made to reduce operational costs.

**Strategies:**

1.1. Implement measures to improve productivity thereby reducing per unit cost.

1.2. Employ practices that make the most efficient use of scarce resources, including energy efficient devices and the use of technology.

1.3. Develop greater intersectoral linkages to utilise more local inputs e.g. linkages with tourism and agriculture.

1.4. Identify and eliminate the causes of uncompetitive management structures.

1.5. Support measures to liberalise trade in areas which reduce the costs of essential inputs such as liberalisation within the distributive and other services sectors.

1.6. Implement intersectoral collaborations such as bulk purchasing and encouraging the formation of common production facilities (clustering).

**Objective 1.4**

## To Enhance the Capacity to Export Manufactured Products.

**Explanation:**

Enhancing the capacity to export is an all-embracing strategy. It relates not only to building operational capacity to produce more quality goods but it also incorporates the more sophisticated aspects such as marketing and export promotion and ensuring access to both the domestic and international markets.

**Strategies:**

1.1. Develop and implement market development and penetration programmes.

1.2. Encourage the formation of strategic alliances and mergers to achieve improved competitiveness and market access.

1.3. Encourage new investment in the sector to increase productive capacity.

1.4. Develop sectoral linkages with tourism and agriculture to improve research and development on markets abroad and improve demand abroad. This also stimulates demand on the domestic side.

1.5. Promote product differentiation programmes particularly for export markets and high value-added production.

1.6. Undertake institutional strengthening across the sector.

## 1.6 TRADE

**Objective 1.1**

**To Assist in Establishing a Framework in which Goods and Services are Produced on an Internationally Competitive Basis.**

**Explanation:**

Competition is the major feature of the new liberalised trading environment. Increased access to our domestic market means increased competition for local producers. The opening up and removal of our preferential trading markets means increased competition for our exports. Barbados has no choice but to improve the quality of its goods and services to international standards.

**Strategies:**

1.1. Strengthen inter-sectoral and inter-agency linkages to facilitate greater synergies and cohesiveness in production for export and the marketing of these exports.

1.2 Strengthen the capacity to undertake coordinated research and development work to improve Barbados' international trade competitiveness.

1.3 Assist in the procurement of appropriate technical assistance for export industries.

1.4 Promote strict adherence by industries to internationally recognized standards in the production of goods and services.

1.5 Actively assist in the development of a national export-oriented capacity.

1.6 Assist with the mobilization of resources for investment in the productive sectors.

**Objective 1.2**

**To Secure and Maintain Effective Market Access for Barbados' Goods and Services Abroad.**

**Explanation:**

There are several areas in which Barbados must act assiduously if it is to have a place in the world for its goods and services. The first is the CARICOM Single Market and Economy, which Barbados will use as a catalyst to launch itself internationally. The second is with respect to the integration efforts in the hemisphere, either through the creation of the FTAA or through a number of bilateral trade agreements within the hemisphere. In such cases Barbados must either position itself with similarly minded countries to ensure that there is access for its goods and services in the market of the Americas or maximise the benefit arising from the outcome of those bilateral negotiation respectively. Thirdly, is the ACP/EU agreements which are now becoming reciprocal in nature. Barbados must position itself to enhance its capacity to produce internationally competitive goods and to form smart partnerships to succeed. Fourthly, there is the WTO in which Barbados must work with like-minded countries to advance its interest.

**Strategies:**

1.1. Actively contribute towards the completion of the process establishing the CARICOM Single Market and Economy (CSME) and exploit, to the maximum, the economic and trade benefits provided by CSME. Domestic firms will therefore be in a much stronger position to capitalize on these regional opportunities as well as to launch out into the global market place.

1.2. Actively participate in regional efforts aimed at designing and negotiating beneficial trade arrangements between CARICOM and other countries, particularly in the hemisphere.

1.3. Conclude with third countries bilateral trade arrangements that are consistent with Barbados' international obligations, particularly those under the Treaty of Chaguaramas.

1.4. Actively participate in the negotiating process for the deeper integration of the Americas – either through the establishment of the FTAA or bilateral trade initiatives - fully exploiting all the

economic and trade benefits made available and advocating for appropriate arrangements to allow small countries like Barbados to derive equitable benefits.

1.5. Fully exploit the opportunities provided under the recently concluded twenty-year ACP-EU Economic Cooperation Agreement.

1.6. Actively participate in the work of the World Trade Organization (WTO) to ensure that multilateral trade rules are developed which recognize and accommodate the interests of Barbados as a small state, and which provide real benefits for Barbados. Efforts will especially be made to achieve the significant special and differential treatment for small developing economies in negotiations including: relatively long transitional periods for liberalization, flexibility to assist domestic industries, and technical and financial assistance to implement trade rules and to restructure economies.

**Objective 1.3**

**To Vigorously Promote and Defend Barbados' Trade Interest at the Global, Hemispheric and Regional Levels.**

**Explanation:**

Barbados must ensure that it is in a position to take advantage of the protection offered under the various regional and international agreements. This includes being aware of the available room for manoeuvring and conducting the appropriate research in order to be proactive. Moreover, Barbados must work and cooperate with other states in order to maintain and protect its rights.

**Strategies:**

1.1. Undertake research and developmental work within a strengthened Foreign Trade Division, which will form the basis for informing Barbados' ongoing positions on international trade issues. The work will include economic and needs analysis regarding the impact of the various trade agreements (multilateral, hemispheric, and regional) on the Barbados economy; and trade policy management thereby improving the capacity to assist in designing and implementing beneficial trade related public policies.

1.2. Ensure that Barbados' rights as a party to regional, hemispheric and multilateral trade agreements are not breached. This will be accomplished in part by the establishment of the Trade Investigations and Compliance Unit.

1.3. Forge strategic alliances with like-minded, small and vulnerable countries.

**Objective 1.4**

**To Implement on a Timely Basis Barbados' Regional Hemispheric and Global Trade Obligations.**

**Explanation:**

Barbados has made several commitments as it relates to the liberalisation of trade in goods and services. It is important that these commitments be undertaken in a timely fashion. It is also equally important that the appropriate institutions and agencies be fully aware of where Barbados is in terms of implementation so that they can plan and strategise accordingly.

**Strategies:**

1.1. Forge close linkages with the relevant agencies to implement on a timely basis all of Barbados' trade obligations at the regional, hemispheric and global levels.

1.2. Inform the relevant stakeholders on a timely basis of Barbados' rights and obligations as a party to the various international trade agreements.

**Objective 1.5**

**To Undertake the Institutional Strengthening Necessary to Enable the Effective Development of International Trade Policy to Respond to Global Challenges.**

**Explanation:**

The institutions responsible for the trade in international goods and services must work together and have the capacity to discharge their responsibilities efficiently and effectively.

**Strategies:**

1.1. Strengthen the relevant agencies and create a body to coordinate their work.

## 1.7 AGRICULTURE

**Objective 1.1**

**To Facilitate Access to the Domestic and Export Markets for Agricultural Output.**

**Explanation:**

Perhaps the greatest challenge that will face the local agriculture sector is ensuring that its products have a domestic as well as an external market. Multilateral negotiations have tended to favour large developed nations, which have retained subsidies on agriculture while at the same time discouraging such practices in other countries and maintaining barriers to entry into their markets. Domestically, the market for local products has been limited because of insufficient sectoral linkages, high production costs, failure to market properly, as well as to maintain quality and guarantee timely and reliable supply of agricultural produce. The limited use of up-to-date technology and research and development have also constrained the development of the sector.

**Strategies:**

1.1. Strengthen and establish intersectoral linkages with other sectors, particularly, health, tourism, manufacturing, energy and the environment. This will facilitate the sale of agricultural products, in addition to providing valuable sources for research and development, education and training, marketing and product promotion, and infrastructural development.

1.2. Promote private sector involvement through the establishment of equity and joint venture arrangements with non-national companies if necessary.

1.3. Develop a technologically driven market research and development programme to facilitate the exchange of information between buyers and sellers and to inform of happenings and opportunities in the industry both at home and abroad.

1.4. Develop and provide modern market facilities and supporting infrastructure for all agricultural products in strategic locations.

1.5. Develop both domestic and export marketing and promotion programmes geared toward increasing local consumption and encouraging exports. Products will be niche-marketed on the basis of special consumer taste, quality and freshness, nutrition and other bases for product differentiation. Farmers will also be encouraged to pursue practices which enhance the appeal of their products such as growing organic products, mariculture and ethnobotanicals.

1.6. Implement an export development programme to identify potential export markets and to facilitate production for export while exploiting opportunities as they arise.

1.7. Develop appropriate quality assurance systems to ensure that Barbadian products are within internationally recognised quality standards. The relevant laboratories in Barbados will have to be appropriately outfitted.

1.8. Assist and inform negotiations in agriculture at the multilateral level and within CARICOM to ensure access and the enabling environment for the export of Barbadian goods.

**Objective 1.2**

**To Enhance the Competitiveness of the Agriculture Sector so that it can compete in both the Domestic and International Markets and Increase Output.**

**Explanation:**

The domestic agriculture sector faces competition from low cost and often subsidised producers from around the world. Barbados however has certain specific advantages and opportunities which if developed could ensure a future for the sector. Barbados must position itself to benefit from the available opportunities by raising its level of competitiveness.

**Strategies:**

1.1. Undertake an agro-business and marketing oriented approach to farm planning, and management based on technologically driven production, processing and marketing activities.

1.2. Restructure and modernise the entire agricultural sector to enhance productivity and product quality, reduce cost and post harvest losses and create value-added to increase local consumption and export potential. This will be accomplished, inter alia, through:

a. The development and revitalisation of the Sugar Industry, by radically transforming the profile of the local industry from sugar based to sugar cane based production, with emphasis on utilising modern, efficient technology to produce various by-products for export such as, fuel, molasses, branded sugar and specialty sugar, and capitalising on available intellectual property.

b. The development and promotion of the regional integrated cotton industry based on the production and sale of value-added West Indian Sea Island Cotton products to export markets.

c. The development of the food crop sub-sector using measures to increase yields and create value-added through food processing and marketing to facilitate export; in addition to the development of measures to become self-sufficient in the production of tropical vegetables.

d. The development of the livestock sector to increase and satisfy local market demand by instituting measures to ensure: the production and supply of quality, inexpensive feed; a fair price to farmers for their products; the development of value-added products and the quality of local meats.

e. The implementation of a programme for sustainable fisheries development.

f. The integration of new technologies to expand floriculture for export in Barbados.

g. The institution of a regulatory system to source the necessary skilled labour and the encouragement of the establishment of service providers for agricultural related labour activities.

h. The implementation of a mechanization strategy with a view to reducing per unit costs and increasing on-farm productivity.

i. The promotion of manageable forms of multi-farm usage of machinery (such as the establishment of machinery rings to improve the economics of machinery usage).

j. The promotion of modern technologies including hydroponics, green houses, and the utilization of new product varieties.

1.3 Utilise all available incentives and provide targeted financing, credit and investment such as the development of a Special Competitiveness Enhancement Fund and further capital injections in the various sectoral vehicles for financing.

1.4 Enhance the management of human resources and facilitate the improvement of skills critical to the development of the sector.

1.5 Develop an efficient and effective support and regulatory framework, which is capable of meeting the needs of the various stakeholders in agriculture. This will require a programme of institutional strengthening across the sector, inclusive of building research and development capacity, as well as legislative and policy reforms, and the strengthening of interagency collaboration throughout the sector.

1.6 Actively inform and participate where possible in negotiations at the regional and multilateral level to ensure access for Barbadian goods and to source cheap inputs required for production.

1.7 Invest in research and development to transfer technology, develop new value-added products and create intellectual property.

**Objective 1.3**

**To Promote Sustainable Agricultural Development.**

**Explanation:**

Barbados has very limited natural resources and has been identified as a water scarce country. Every effort must be made to utilise the resources available to the fullest extent while protecting the environment for future generations.

**Strategies:**

1.1. Adopt a Land Use Policy aimed at ensuring the adequate availability of arable land for agricultural production, minimising the loss of such lands and returning land to agricultural production.

1.2. Develop and enhance the Land for the Landless Programme thereby increasing access to land for production.

1.3. Ensure the adequate availability and management of water resources for agriculture such as sound irrigation and farming practices, enhancing water storage capacity and measures to protect water quality. This will include the provision of the enabling environment to facilitate investments in water extraction, recycling and conservation technology, such as the harvesting of surface water, sustainable exploitation of groundwater supplies, desalination and the development of wastewater treatment facilities.

1.4. Adopt adequate soil conservation measures such as, sound farming practices and the use of appropriate technologies and the redevelopment of the Scotland District, which should assist in slowing or eliminating soil erosion in vulnerable areas.

1.5. Encourage the use of natural and recycled inputs in livestock production and to enhance soil fertility.

1.6 Manage fisheries resources for long term sustainability inclusive of measures to ensure habitat and species protection and encourage and assist in the development of a common regional policy for the sustainable utilisation of the fisheries resource.

1.7 There will also be improvements in the infrastructure at landing sites and markets, particularly for the sale and distribution of fish.

1.8 Define and institute good agricultural practices across the sector.

**Objective 1.4**

**To Contribute Significantly to Food and Nutrition Security by Producing Nutritious Food at Reasonable Prices on a Consistent Basis.**

**Explanation:**

The long-term viability of all countries rests upon the safety and health of their populations. Barbados must ensure that all Barbadians have access to nutritious and healthy foods. This may only be achieved by having a sufficiently developed agricultural sector and a policy in place to access nutritious foods from what ever sources are available.

**Strategies:**

1.1 Develop and implement a national food security programme.

1.2 Identify agricultural inputs and products, which may be effective substitutes for those that have been traditionally imported.

1.3 Advance a targeted trade policy regime to protect sensitive products and to minimise the cost of critical inputs into production of these goods.

1.4 Enhance the agricultural health and food safety programme via the rationalisation, upgrade and international accreditation of government laboratories and related facilities in veterinary services, plant health, international food safety standards, pest and disease detection and control, and pesticide use.

1.5 Rationalise and regulate the fishing fleet and market infrastructure to ensure Sanitary and Phyto-Sanitary (SPS) compliance and adherence to HACCP principles.

1.6 Re-develop the Scotland District to facilitate food production on hitherto under-utilised productive lands for agriculture.

**Objective 1.5**

**To Develop Strong Rural Communities.**

**Explanation:**

Poverty alleviation and the elimination of marginalisation can only be achieved if adequate income and employment can be found for most if not all of the population. One route to achieving these goals is to develop self-reliant and prosperous rural communities.

**Strategies:**

1.1. Further expand and develop youth in agriculture programmes to develop a cadre of farmers to sustain agriculture.

1.2. Implement programmes to develop rural enterprises and make training and finance available through the appropriate mechanisms.

1.3. Enhance community development initiatives and develop community organisations.

1.4. Implement infrastructural development initiatives such as, the development of market facilities, roads and street lighting.

## 1.8 BUSINESS DEVELOPMENT AND CONSUMERISM

### 1.8.1 BUSINESS DEVELOPMENT

**Objective 1.1**

**To Develop an Entrepreneurial Culture in Barbados.**

**Explanation:**

Barbadian culture is not one that is well disposed to entrepreneurship. This is mainly because our educational system is biased towards creating employable human resources rather than human resources geared towards generating employment. There is also the legacy of the failure syndrome in the business sector resulting in a perceived stigma from which the entrepreneur finds it difficult to overcome. Entrepreneurship is the major ingredient in development of new businesses and for exploiting even the smallest opportunities for business start-up. Entrepreneurship in Barbados must therefore be fully encouraged.

**Strategies:**

1.1 Expand entrepreneurial awareness programmes across Barbados, but particularly in schools and tertiary institutions. In addition, there should be reform of the educational system to provide long-term success in inculcating a culture of entrepreneurship.

1.2 Re-examine the approach to the formulation of manpower policy in order to determine how suitable incentives for self-employment can be introduced.

1.3 Reform bankruptcy and insolvency legislation to eliminate or counteract the perceived stigma associated with failure. Especially, by developing programmes which allow debtors to restructure and reorganise their businesses.

1.4 Provide incentives that encourage persons to invest locally and to take significant positions in businesses.

**Objective 1.2**

## To Outfit Entrepreneurs and Businesspersons with the Skills Needed to Manage Successful Businesses.

**Explanation:**

There are numerous businesspersons who are inadequately trained, prepared or skilled in the field of business, lacking skills in management and finance, and other aspects specific to their businesses. Concomitantly, institutions providing education and training are not adequately outfitted to deliver the targeted training and assistance needed.

**Strategies:**

1.1 Enhance training programmes to not only address the rudimentary aspects of running businesses but to employ other more sophisticated analyses, such as penetrating international markets, managing change, the international environment, research techniques, and the various types of finance and accounting techniques.

1.2 Influence providers of training to employ flexible approaches in the delivery of their skills in order to broaden their scope and to reach a wider clientele.

1.3 Encourage specialisation in public sector institutions providing technical assistance. This would render these institutions more useful and responsive than their present mandate of covering many and diverse areas of need.

**Objective 1.3**

## To Facilitate and Encourage the Acquisition, Adaptation and Use of Science and Technology.

**Explanation:**

There is a general under-utilisation of science and technology in business which is impinging the ability to develop novel products, create-value-added and to exploit opportunities.

**Strategies:**

1.1 Create interagency linkages and linkages between business and research institutions in order to facilitate research and technology adaptation.

1.2 Facilitate the transfer of knowledge and technological transfer.

1.3 Provide funding mechanisms for research and development activities.

1.4 Encourage greater use of Information Communications Technologies particularly as it relates to E-commerce and improving efficiencies.

1.5 Develop more and better programmes to diffuse the new digital communications technologies and networks more widely and evenly throughout the business community.

1.6 Provide funding and incentives that encourage the integration of technology into business.

**Objective 1.4**

**To Enhance the Ability of Businesses to Meet the Challenges Posed by Trade Liberalisation and Globalisation and to Position Them to Exploit the Opportunities both at Home and Abroad.**

**Explanation:**

There is a general level of unpreparedness in the business sector with regard to international trade and competition. Issues related to product quality, market access and research pose severe challenges to the sector. The business sector will have to prepare for international trade.

**Strategies:**

1.1 Provide technical assistance and information in critical areas such as achieving international standards (ISO and HACCP); benchmarking; intellectual property; technology transfer opportunities; investment matching; marketing; and on improving business sophistication in terms of scenario planning, the use of ICT and forming strategic alliances.

1.2 Provide information needed for market access abroad and strategic planning.

1.3 Conduct and inform on research in areas of interest to businesses, such as, marketing and business opportunities.

1.4 Develop a database of commercially oriented research in Barbados.

1.5 Provide mechanisms for funding research and development and for prototype development.

1.6 Enhance the ability to conduct training needs assessments and identifying relevant training programmes and training institutions.

**Objective 1.5**

**To Ensure Access to Finance by Small and Medium Sized Enterprises (SMEs).**

**Explanation:**

Small and medium sized enterprises are unable to easily access financial and capital resources from traditional financial institutions for seed capital, operational purposes, expansion, product development and research activities. Traditional financial institutions have often perceived SMEs as too risky and have insisted on collateral in order for them to qualify for loanable funds, thereby effectively eliminating access to finance.

**Strategies:**

1.1 Promote and develop financial products, such as, equity and venture capital.

1.2 Develop a policy of promoting the securitisation of businesses.

1.3 Facilitate the rationalisation and amalgamation of the various government agencies offering debt and equity financing and technical assistance to small and medium sized enterprises. A new entity the Barbados Development Finance Inc will be established by 2007 and will amalgamate and build upon the functions of the Enterprise Growth Fund Ltd, Funds Access and various Special Sectoral Investment vehicles created by Government.

1.4 Develop an awareness building programme on the benefits of alternative financing options and on pursing sound business practices for SMEs.

1.5 Ensure the continued implementation (where possible given the commitment to market liberalisation) of special sectoral initiatives, such as, the Small Business Guarantee Scheme, that facilitate access to capital for export activity.

1.6 Strengthen the local cooperative movement to be able to provide the necessary financial resources for entrepreneurs and small businesspersons.

**Objective 1.6**

**To Facilitate the Development of Small and Micro Enterprises.**

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**Explanation:**

The Small and Micro Enterprise business sector is fragmented with little coordination and cooperation between most of the agencies providing assistance and between businesses. The businesses are small by international standards and for businesses engaged in largely labour intensive activity and/or utilising labour intensive practices it is difficult to develop and succeed in the Barbados market. Barbados has a very limited natural resource base and relies on imports from abroad for its capital requirements. It is costly to acquire these resources and when the other costs of doing business in Barbados are considered Small and Micro Enterprises operating as single units find it a difficult market in which to operate. Additionally, the structure of corporate Barbados is one that is oligopolistic in nature. This structure maintains obstacles to entry into the more lucrative market segments and the threat of anti-competitive practices is always present.

**Strategies:**

1.1 Assist in reducing the costs of doing business, such as, encouraging greater use of cost cutting measures including the sourcing of cheaper raw materials; and in utilising collaborative/ cooperative efforts, with respect to bulk purchasing, handling and shipping.

1.2 Establish a National Coordinating Council for Small and Micro Enterprises. This organisation will bring together the now divorce agencies providing assistance to the sector. It will serve as a coordinating mechanism responsible for providing advice and information on the sector and will also assist businesses in the sector.

1.3 Enhance the functions and improve the efficiency of the Fair Trading Commission to ensure and encourage fair competition and to promote a fair and healthy business environment.

### 1.8.2 CO-OPERATIVES

**Objective 1.1**

**To Become a Highly Efficient, Dynamic and Competitive Sector of the Economy of Barbados Contributing Significantly to its Growth and Development, Thus Providing an Avenue Through Which Ordinary Barbadians Can Enter Into the Mainstream of Economic Life.**

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**Explanation:**

The significance of cooperative behaviour cannot be questioned in our context since it by this means that many of persons have exploited various opportunities and have achieved economic and social enfranchisement.

**Strategies:**

1.1 Foster a climate where co-operatives can attain their objectives through a legislative framework that allows them to operate under the fundamental principles that inform their existence.

1.2 Encourage Co-operatives to fulfil their mandate as autonomous, democratic, self-help institutions, by giving support to their education programmes.

1.3 Promote the cooperative spirit in the youth.

### 1.8.3 STANDARDS

**Objective 1.1**

To Promote and Develop the Use of Standards in Barbados to a Level That Is Commensurate With the Developed World.

**Explanation:**

The quality of Barbados products and services must reach and even surpass that of international competitors for our businesses to prosper in the new environment.

**Strategies:**

1.1 Promote the quality of output of industry through standardization and certification.

1.2 Promote the credibility of Barbadian products and services abroad.

1.3 Enhance the ability to develop and monitor the standards of products and services produced in as well as imported into Barbados

### 1.8.4 COMMERCE AND CONSUMER AFFAIRS

**Objective 1.1**

**To Enhance the Protection of the Rights of Consumers.**

**Explanation:**

An integral part of the expansion of trade and commerce is having a confident consumer base. This may only be achieved if consumers have an effective recourse when their rights are violated and also ensuring that quality and value for money products are available to the consumer.

**Strategies:**

1.1. Streamline all matters relating to consumer protection through greater collaboration between the relevant agencies to facilitate the smooth and timely resolution of all consumer complaints and queries. These agencies include the Office of Public Council, the Fair Trading Commission and the Consumer Claims Tribunal.

1.2. Continue the educational thrust to ensure that all consumers are aware of their rights and obligations under the consumer legislation.

1.3. Continue to promote and assist in developing consumer driven advocacy groups by encouraging functioning consumer bodies for the advocating of consumer rights.

1.4. Ensure that appropriate and modern legislation pertaining to commerce and consumer affairs is instituted.

1.5. Build and develop a cadre of professionals capable of treating with matters related to product quality, standardisation and legal metrology.

**Objective 1.2**

**To promote, maintain and encourage fair competition by eliminating unfair trading practices and discouraging anti-competitive practices.**

**Explanation:**

Business and commerce prospers in an environment in which fairness and equity for businesses and consumers dominate.

**Strategies:**

1.1. Develop the human and technical capacity to treat with new issues relating to the promotion of competition, which have thus far not been part of the Barbadian landscape.

1.2. Impartial enforcement of legislation consistent with the mandate of elimination of all anti-competitive practices as established in the relevant pieces of legislation.

1.3. Creation of an environment and culture of competition to ensure equity for all entrepreneurs thereby reducing instances of unfair trading practices through education programmes which inform businesses of their rights and obligations as it relates to competition and fair trade.

1.4. Facilitate and deepen cooperation with local, regional and international competition policy agencies and regulators to increase and enhance opportunities for competition policy advocacy and to support the promotion of fair competition locally and regionally.

1.5. Contribute and participate in the development of policy and legislation consistent with the facilitation and maintenance of a highly competitive environment.

**Objective 1.3**

**To regulate prices and competition between all designated carriers and utility service providers to ensure that the interests of consumers are protected**

**Explanation:**

Consumers benefit from an environment in which there is vibrant competition among carriers and service providers for the delivery of utility services which are cost based.

**Strategies:**

1.1. Establish and administer mechanisms for the regulation of prices which are cost oriented in accordance with the relevant legislation.

1.2. Impartially regulate and enforce legislation and policies to facilitate competition between all carriers and service providers to protect the interests of consumers.

1.3. Develop and enforce minimum standards of service for all carriers and service providers to protect the interests of consumers.

1.4. Contribute to and participate in the review and development of policy and legislation consistent with the regulation of prices, standards of service and competition between all carriers and service providers.

## 1.9 PRODUCTIVITY AND COMPETITIVENESS

**Objective 1.1**

**To Increase National Productivity and International Competitiveness.**

**Explanation:**

Continued broad-based economic growth, led by the traded sector, cannot be sustained unless international price competitiveness is improved significantly to allow for the expansion of activity in tourism, international business and financial services, light manufacturing and agricultural products. Quality competitiveness also remains a critical issue in the Barbados economy, given the reorientation of the economy towards services.

**Strategies:**

1.1 Address three inter-related facets of the competitiveness problem: productivity, human and non-human resource development and the regulatory environment.

1.2 Emphasise the promotion of productivity consciousness in the traded sectors.

1.3 Facilitate productivity improvements by the application of appropriate technology, the growth of e-commerce, organisational re-engineering and human resource development.

1.4 Enhance the effectiveness of the Barbados National Productivity Council in its provision of advice, technical assistance and analysis in these areas.

1.5 Move towards world-class excellence in the delivery of services.

## 1.10 INVESTMENT FACILITATION

**Objective 1.1**

**To Facilitate Investment Growth.**

**Explanation:**

If Barbados is to achieve an increase in its rate of real GDP growth then the acceleration of investment growth will have to be a major driving force.

**Strategies**

1.1 Continue to improve the investment friendly environment.

1.2 Centralise the administration of investment incentives.

1.3 Consolidate, strengthen and market investment incentives.

1.4 Devise ways by which incentives could strengthen linkages between the various productive sectors where growth in one sector can induce growth in another sector.

## 1.11 EXPORT DEVELOPMENT

**Objective 1.1**

**To Increase the Export of Services and Products**.

**Explanation:**

Barbados must become a highly competitive exporter of services and niche products.

**Strategies:**

1.1 Develop new engines of growth that will enhance our international competitiveness e.g. new services such as legal, educational, sports, and the creative economy.

1.2 Expand the number of companies using Barbados as a hub for regional and hemispheric commercial activities.

1.3 Establish Barbados as a centre for the re-export of services of all types and for products made elsewhere.

1.4 Take further measures for the sustainable development of tourism and the hospitality industry, including rehabilitation of a mature physical plant, product development, quality of service and care of the physical and built environment.

1.5 Continue to diversify the range of services in, and enhance and defend the integrity of, the financial services sector.

1.6 Continue to rationalize manufacturing and agriculture and find new niche markets.

1.7 Create a Export Barbados Inc. to spearhead our initiatives to develop and to promote our exports. The institution will have the capacity to:

- ✓ Formulate export promotion and development policies.
- ✓ Conduct market research.
- ✓ Prescribe appropriate incentives and other stimuli for export development.
- ✓ Work with producers mainly in the agricultural, manufacturing and small business sector to find and exploit niche markets for Barbadian products.
- ✓ It will also be so structured to be able to work with the Barbadian community abroad to meet its demand for local products.
- ✓ Generally oversee the development of an export culture in our nation.
- ✓ Build new distribution networks for Barbadian products abroad.

1.8 Continue to develop processing and storage capacity at the air and sea ports.

## 1.12 PRIVATE SECTOR DEVELOPMENT

**Objective 1.1**

**To Have the Private Sector Assume a Leading Role in Social and Economic Development.**

**Explanation:**

If Barbados is to realize its vision of a fully developed economy, the private sector will have to make a substantially increase contribution to this transformation process.

**Strategies:**

1.1 Maintain and strengthen Public and Private sector partnerships.

1.2 Strengthen private sector institutions.

1.3 Foster a culture of greater reliance and initiatives in the development and promotion of economic activity.

1.4 Strengthen management within the private sector.

## 1.13 HUMAN RESOURCE DEVELOPMENT

**Objective 1.1**

**To Create a Flexible Educated and Trainable Labour Force That Would Allow it to Respond Readily and Appropriately to the Dynamics of the Global Market, While Having the Capacity to be Internationally Competitive.**

**Explanation:**

The quality of our human resources will hold the key to our national development. While much has been done to attain this, much more will have to done in the areas of education and training to reduce the deficit and to establish a workforce that is globally competitive.

**Strategies:**

1.1 Formulate a clear policy on social transformation to tackle social deficiencies existing in Barbados.

1.2 Establish a charter of standards and guidelines to promote equity and fairness between genders and between population sub-groups at different levels of vulnerability.

1.3 Upgrade physical infrastructure as well as decentralising and restructuring existing social services to allow easy access to these services.

1.4 Build Base Capacity. This will be done by:

- Maintaining an efficient and effective system of health care management
- Maintaining and managing a highly developed child-care system
- Designing and implementing appropriate educational programmes at all levels of the educational system.

1.5 Build productive capacity.

- Instituting a national certification system to cover all skills that are currently not certified.
- Reforming the school curricula to link school to work and allow for a smooth school/work transition.
- Instituting a component of work-based learning in all secondary schools.
- The establishment of the University College of Barbados.
- Establishing a system of repetitive assessment at the secondary, tertiary and training institutions that would allow individuals to develop their full potential before leaving the institution.

1.6 Effectively utilise capacity.

- Strengthening the labour market information system. This should be more customer focus and fully decentralised.
- Instituting appropriate measures to prevent a drain on the pool of special skills that may be critical to the economic development of Barbados.
- Compiling a comprehensive and consolidated framework of laws to govern industrial relation practices.
- Establishing a national labour code, which sets out guidelines for both employer and employee behaviours at the workplace.

**Objective 1.2**

## To Maintain and Promote a Harmonious Industrial Relations Climate.

**Explanation:**

A harmonious industrial relations climate is essential in the effort to promote increased productivity and competitiveness. These are essential to the central developmental goals of Barbados.

**Strategies:**

1.1 Compile a comprehensive and consolidated framework of laws and labour standards to govern industrial relations practices and to improve and protect workers rights where necessary.

1.2 Establish a National Labour code, which sets out guidelines for both employer and employee behaviour in the workplace.

1.3 Promote management-labour cooperation between employers and workers in industry.

1.4 Encourage greater cohesion, transparency and dialogue amongst all members of the social partnership.

1.5 Strengthen the capacity of the Labour Department to monitor and address all industrial relations incidents.

**Objective 1.3**

**To Create a Safe and Healthy Working Environment for all, where Creativity and Innovation Thrive Under the Comfort of Sound Occupational Safety and Health Practices.**

**Explanation:**

Safety and health in the workplace are paramount to the concept of decent work. It is also necessary to facilitate the creation of a climate where the physical well-being of workers is widely respected and adhered to.

**Strategies:**

1.1 Develop a general policy and codes of practice on occupational safety and health, in accordance with the provisions of ILO Convention 155.

1.2 Along with full educational modules, encourage the establishment of workplace safety committees, which will promote the practice of occupational safety and health in the workplace as well as implement HIV/AIDS workplace policies.

1.3 Create a system of licensing, which ensures that only persons who are adequately trained are licensed to work in professions which impact on public safety.

**Objective 1.4**

**To Create An Employment Services System Catering also to Persons with Disabilities, which is Continuously Monitored, and Responds by the use of Programmes to the demands of the Labour Market.**

**Explanation:**

An efficient and effective employment services system, which caters to the demands of job seekers generally (including those who are variously gifted and talented and persons with disabilities), can assist the country in the realization of full employment through the provision of much needed recruitment and placement services, especially as it relates to small and medium sized enterprises.

**Strategies:**

1.1 Establish strategic linkages with social agencies using information technology.

1.2 Facilitate the re-entry of displaced workers into the labour market by collaborating with the National Insurance Department (NID).

1.3 Decentralise employment services.

1.4 Expand employment opportunities locally, regionally and internationally.

1.5 Collaborate with training institutions to ensure that the supply of workers meets the demand.

1.6 Conduct occupational needs analyses to ascertain from employers in industry those occupations which are likely to be in high demand in the future.

1.7 Network all public and private sector organisations responsible for the collection and dissemination of labour market information.

**Objective 1.5**

**To Promote the Growth of Technical and Vocational Education and Training in order to Enhance the Competitive Position of Barbados.**

**Explanation:**

It is critical that the human resources in the country be exposed to a variety of education and training opportunities, both in academic and in technical and vocational areas. Technical and vocational competencies are essential in order to: (1) ensure the diversity of the labour market and (2) ensure that workers can effectively compete in the new global economy.

**Strategies:**

1.1 Seek greater participation from both public and private sectors in human resource development.

1.2 Institutionalise continuous assessment of the areas of competencies needed for training across all major economic sectors.

1.3 Place certification programmes for vocational education and traditional/academic forms of education on par with each other, through the creation of occupational standards and appropriate national qualifications.

1.4 Encourage entrepreneurship amongst graduates of technical and vocational institutions.

## 1.14 SCIENCE AND TECHNOLOGY

**Objectives 1.1**

**To Promote and Strengthen the Application/Utilisation of Scientific and Technological Capabilities in all Major Sectors of the Economy.**

**Explanation:**

In order to realise increases in efficiency and productivity, to create high value added products, create and attract new businesses, and to compete in knowledge-based industries science and technology must be applied in all sectors of the economy.

**Strategies:**

1.1. Develop a cadre of highly skilled researchers, scientists and other such persons to work in problem solving, product development and knowledge-based industries.

1.2. Promote science and technology as a tool for sustainable development by the dissemination of information on S&T.

1.3. Promote the advantages of the use of science and technology to businesses, to government and the wider the society such as, *inter alia*, the protection of the environment and health, energy conservation and the reduction in energy and other costs.

1.4. Increase awareness among key players regarding the importance of intellectual property and technology transfer management in innovation.

1.5. Increase the awareness of businesses and the citizenry of advances in the area of science and technology, which may be utilised to improve performance and output.

1.6. Facilitate technological transfer as well as access to technology and knowledge.

1.7. Develop and/or facilitate access to sources of funding to conduct research and development, and to assist businesses and other entities in accessing technological resources. This may be achieved through the development of a Science and Technology Research and Development Fund co-funded by Government and the Private sector.

1.8. Develop intersectoral and interagency linkages in order to forge closer linkages between businesses and research institutions, and to encourage cooperation between R&D institutions. Benefits to business would include access to R&D without having to create R&D divisions. Benefits to research institutions would include more guided and applied research, access to research funding, and enhanced research and development capacity.

1.9. Encourage the development of a team approach to project development where both private and public sector agencies collaborate to develop new projects. This would facilitate the efficient utilisation of scarce resources as well as marketing of new products on a commercial basis with shared expense.

Critical areas for the application of science and technology

1.10 Support efforts to develop of renewable, non-conventional sources of energy, in addition to those that promote greater use of alternative energy systems.

1.11 Develop policies that will promote and guide the application of Information Technology in the both the private sector and the public sector.

1.12 Support research and development in biotechnology, including developmental work in plant tissue culture. This has the potential to supply the entire island with plantlets of a variety of species which may be used to support the local cut flower industry. Applications for agriculture crop yields, animal production, microbial pesticides and formulation processes will also be developed.

1.13 Encourage the wide dissemination of research and information on S&T related matters and the formation of linkages between all S&T public and private sector institutions on the island, local scientists.

1.14. Assist developments in the field of agro-processing, particularly through low cost small-scale preliminary experimentation, before pursuing full-scale commercial ventures). This work would resolve the many problems connected with agro-industrial development, provide first hand experience of those operations involved in small-scale agro-processing, and offer a sound technical and economic base for further commercial development of products. This R&D would serve to resuscitate a dormant agro-processing industry. The development of processed food from fruits and vegetables is an area that has great potential for the formation of thriving small business enterprises.

**Objective 1.2**

**To Strengthen and Enhance Barbados' Capacity to Develop and Adapt Science and Technology for Use in all Spheres of Economic Development.**

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**Explanation:**

If Barbados is to develop and adapt science and technology to its overall benefit then it must have the human and technical capacity in place to take advantage of the opportunity

**Strategies:**

Training and Development

1.1 Develop a cadre of highly skilled researchers, scientist and other such persons capable of undertaking research in areas critical to development and who are capable developing and adapting new and existing technologies.

1.2 Promote the education and the professional development of existing local scientists, technologists and engineers.

1.3 Promote Science and Technology as a tool for sustainable development.

1.4 Widely disseminate information on S&T to all Barbadians to garner support and engender greater understanding of its role.

1.5 Facilitate technological transfer as well as, access to technology and the critical knowledgebase to key players

Building Institutional Capacity

1.6. Cooperate with likeminded institutions of learning to develop the capacity to teach the skills needed in the new knowledge-based society. This includes curricula development and training for educators.

1.7 Cooperate with institutions of learning and other institutions of research to build their research capacity. They will also be encouraged to build capacity by collaborating to pool and share resources, know-how and experiences

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1.8 Work along with businesses involved in targeted research as it relates to building and/or developing new and existing technologies, concepts and products. Collaboration with institutions of learning and other research institutions will be encouraged.

1.9 Develop and access funding to acquire technological resources, equipment and other forms of capital for both public and private research institutions. The Science and Technology Research and Development fund may also be accessed.

**Objective 1.3**

**To Create an Environment Conducive to the Development of Conditions Which Nurture Scientific Innovation and Self-Reliance in Technology Choice.**

**Explanation:**

Innovation and creativity must be nurtured if there are to become common practice. Barbados must highlight the great worth and practicality of science and technology and make it popular amongst all Barbadians.

**Strategies:**

Popularise and promote Science and Technology

1.1. Increase public awareness of the importance of Science and Technology particularly as it relates to its application in everyday life, including the potential for job and business opportunities.

1.2. Create a permanent Science and Technology Exhibition Centre where the exhibits from Sci-Tech can be housed and displayed. This initiative should also encourage scientists, inventors and innovators to work year round on various projects, which can be displayed on a rotational basis at the centre.

Youth Science Education

1.3 Provide assistance to enhance education in Science and Technology in primary and secondary schools. Emphasis will be given to providing students with opportunities to stimulate and encourage the understanding of scientific and technological problems.

1.4 Create and develop science clubs.

1.5 Inform students of the opportunities for work and of the trends in S&T, which may impact them.

1.6 Develop programmes which unleash and reward the creative and innovative potential within Barbadians.

1.7 Encourage individuals, government and private sector agencies to develop innovative projects and programmes with an output, goal-oriented approach.

1.8 Develop and tailor programmes similar to those offered through the Innovation Fund.

1.9 Establish a system of National Awards, which rewards researchers for their efforts thereby enhancing their image and profile.

1.10 Conduct innovation promotion programmes through seminars, workshops and symposia.

**Objective 1.4**

**To Enhance and Develop Science and Technology as a Major Tool for Development in Barbados.**

**Explanation:**

Barbados has tended to rely upon foreign sources to develop and exploit new technologies and scientific advances before it comes on board. This places Barbados at a competitive disadvantage. Barbadians must recognise that the potential for scientific breakthroughs exists in Barbados and can be used to propel Barbados into the twenty-first century

**Strategies:**

1.1. Restructure the National Council for Science and Technology (NCST) to ensure that it possesses the human, financial and technological resources needed to promote and develop Science and Technology in Barbados inclusive of facilitating technological transfer, interagency and intersectoral linkages, creating an environment conducive to innovation and invention, and undertaking the necessary R&D.

1.2. Undertake the required legal and administrative reforms, including the development of a Science and Technology Development Act and the establishment of an Advisory Council to advise the NCST on funding, project selection and development thrusts.

## 2. SOCIAL SECTOR

### 2.1 SOCIAL SERVICES

**Objective 1.1**

**To Ensure the Empowerment of Families, Individuals Communities and Vulnerable Groups in the Society.**

**Explanation:**

In order to effectively build social capital, matters relating to the family, communities and vulnerable groups will need to be looked at and policies established to better enhance the lives of these individuals.

**Strategies:**

1.1 Provide education and training to targeted persons and groups.

1.2 Establish small-scale neighbourhood oriented commercial facilities.

1.3 Establish an adequate transport service.

**Objective 1.2**

**To Further the Efforts of Integrating Persons With Disabilities into the Community.**

**Explanation:**

Barbados will commit itself further to ensuring that the rehabilitation of disable persons will be a national effort designed to facilitate the utilization of their natural abilities and their participation in the world of work.

**Strategies:**

1.1 Provide equal opportunities for persons with disabilities to have greater and easier access to education, employment, social services and benefits, and rehabilitation services.

**Objective 1.3**

## To Fully Eradicate Poverty from the Social Landscape.

**Explanation:**

To transform the social landscape and provide a decent standard of living and a high quality of life for all Barbadians, the problem of poverty must be tackled. For though there are still uncomfortably acute pockets of poverty, these must all be eradicated.

**Strategies:**

1.1 Provide housing solutions for the poor and disadvantaged and upgrading at least 500 chattel houses annually.

1.2 Clear slums and promoting urban renewal of three identified areas annually.

1.3 Assist tenants with the ownership of land in 300 tenantries in 10 years.

1.4 Increase the level of education and training to those individuals and groups.

1.5 Assist with the development of micro-business for individuals and groups at a rate of 25% qualified applications per year.

**Objective 1.4**

## To Achieve Gender Equity and Equality.

**Explanation:**

The participation of women as equal partners with men in all aspects of human life and development is critical to national development and the achievement of a just and equitable society. The improvement status of women can only be successfully attained by the integration of the gender concerns of both sexes and by making transformation changes to existing structures, policies and programmes. Women must therefore be equal beneficiaries with men, of development, governance and human rights if we are to achieve a society in which both women and men have equal opportunities to pursue their desired life goals without obstacles, and are able to lead the best lives they can.

**Strategies:**

1.1 Ensure the integration of gender and development into all areas of national development, plans and policies so that women and men can benefit equally from existing opportunities.

1.2 Conduct of gender sensitivity training at all levels of the public services, private sector and the community.

1.3 Promote the gender mainstreaming of national development policies and programmes so that equality and equity between men and women can be achieved.

1.4 Prepare a national policy on gender.

1.5 Develop a framework of indicators, tools and methods for incorporating, monitoring and evaluating gender in policy making and planning.

1.6 Prepare and disseminate information on gender and development issues, to focus public attention on the human rights of women and men and promote gender equity and equality.

1.7 Continue to monitor the implementation of international conventions to which government is a signatory, including the convention on the elimination of all forms of discrimination.

1.8 Strengthen existing relationships and further development of linkages with local, regional and international agencies, working in the area of gender and development and participation in the activities of these agencies.

1.9 Amend legislation where necessary to reflect gender equality.

1.10 Develop a research programme to focus on gender and development issues of national concern.

**Objective 1.5**

**To Eradicate all Forms of Violence/Abuse Within and Among Families.**

**Explanation:**

The issue of domestic violence in Barbados is wide spread and impinges on every stratum of society. This dysfunctional behaviour will need to be seriously tackled if we are to move forward with changes to our social landscape.

**Strategies:**

1.1 Review and upgrade all existing legislation.

1.2 Provide a system of counselling and therapy for victims of abuse.

1.3 Provide a system of counselling and therapy for the abuser.

1.4 Establish programmes to promote greater parenting skills.

1.5 Provide shelter for those persons at risk of domestic violence.

## 2.2 HOUSING

**Objective 1.1**

**To Ensure Quality Housing Solutions for all Residents, especially those in the Low to Middle Income Range.**

**Explanation:**

Housing continues to be a high national priority. The Public and Private Sector, must undertake initiatives aimed largely at meeting the housing needs of the middle and lower income groups.

**Strategies:**

1.1 Continue the National Housing Corporation's Primary Homes Programme including the Community Aided Self Help scheme to provide serviced-sites and starter units annually for the duration of the plan period.

1.2 Continue the land-bank programme.

1.3 Encourage more joint ventures for low to middle income residential construction.

1.4 Continue to be innovative in the housing sector so as to make housing available to persons earning minimum wages.

1.5 Implement programmes for the redevelopment and upgrading of depressed housing areas in urban and rural communities.

1.6 Provide suitably standard rental accommodation for those who are unable to afford, or choose not to, own their own home.

1.7 Create minimum standards and regulations for the rental market.

1.8 Facilitate the provision of essential services, that is: water, electricity, roads and drainage.

1.9 Ensure safe location and quality construction of houses to militate against vulnerability to natural disasters.

1.10 Promote the re-use of vacant or dilapidated sites for in-fill housing.

1.11 Facilitate the construction of adequate housing for disadvantaged groups in the society, for example: the elderly, homeless and physically challenged.

**Objective 1.2**

**To Adequately Provide Access to Housing Finances especially for Middle and Low-Income Earners in Barbados.**

**Explanation:**

Housing is costly and it is therefore necessary for middle and lower income groups to have access to adequate financing on the most generous terms.

**Strategies:**

1.1 Create a secondary mortgage market as a new financial initiative to meet the pent-up demand for housing.

1.2 Continue the NHC's drive to keep the price of properties down and bring new initiatives to make housing more affordable to the average Barbadian.

1.3 Provide incentives for private sector agencies to produce housing solutions for low and middle income families.

1.4 Provide funding for special projects throughout the plan period.

1.5 Allocate funds annually for home improvement loans.

## 2.3 SOCIAL SECURITY SYSTEM

**Objective 1.1**

**To Optimize Efficiency and Effectiveness in the Management and Processing of Claims.**

**Explanation:**

National Insurance provides a safety net for the community and the nation. Therefore, it is important that effective and efficient systems be put in-place that will ensure rapid assessment of all national insurance claims.

**Strategies:**

1.1 Implement a system that facilitates the accurate and speedy processing and dispatching of claims.

1.2 Develop an electronic data management system to handle non-standard documents.

1.3 Develop an IT system to place all necessary information on-line.

**Objective 1.2**

## To Maximize Compliance in Terms of Collections and Achieve Full Compliance.

**Explanation:**

In order to have an efficient national insurance system that can benefit all, there is need for full compliance. This approach will ensure increase revenue from contributions.

**Strategies:**

1.1 Develop alliances with selected institutions like the Post Office, BNB, Credit Unions and other Banks for collection and payments.

1.2 Establish a department to deal specifically with defaulters and default related matters.

1.3 Build alliances with relevant licensing authorities with respect to persons registered as being employed in certain professions or technical areas.

**Objective 1.3**

## To Maximize Returns on Investment.

**Explanation:**

The financial soundness of the Social Security Systems will not only depend on contributions but also from investments. These funds will need to be managed through great care with the maximum returns required on all investments.

**Strategies:**

1.1 Establish internal audit systems to monitor and evaluate financial efficiency.

1.2 Develop joint venture approaches to investment with private sector and regional security schemes.

1.3 Develop a system to flag defaulters.

1.4 Review and where appropriate revise the current investment policy.

**Objective 1.4**

## To Ensure Efficient World-Class Customer Service.

**Explanation:**

The development in customer service is essential to the efficient functioning of the Social Security System. Such changes can lead to reductions in customer complaints, while constituting also to the aspect of public sector reform.

**Strategies:**

1.1 Establish a customer service charter.

1.2 Introduce a continuous customer satisfaction survey both on-line and hard copy.

1.3 Establish quality incentive programmes.

**Objective 1.5**

**To Optimize the Efficiency, Competency and Motivation of all Staff Members.**

**Explanation:**

The best practice standard of human resource management is vital to the proper functioning of the social security system.

**Strategies:**

1.1 Enhance the Human Resources Management capacity.

**Objective 1.6**

**To Improve Internal and External Communication.**

**Explanation:**

Improving the public knowledge and understanding of the operations of the national insurance board will be an important part of the strengthening of the social security system.

**Strategies:**

1.1 Strengthen communication and promotional activities.

## 2.4 EDUCATION

**Objective 1.1**

**To Ensure Universal Access to Early Childhood Education.**

**Explanation:**

Early learning experiences contribute to the sound educational development of children. Students who are provided with early opportunities to develop literacy, numeracy and social skills, achieve development norms sooner than their peers who have not had similar opportunities. Formal educational opportunities need to be provided for those children who might otherwise not be able to access early education. The expansion of nursery education is therefore essential to ensuring that all children are transferred to the next level with the pre-requisite skills for literacy, numeracy and social development.

**Strategies:**

1.1 Ensure that schools continue to admit three and four year olds.

1.2 Continue to expand the Parent Volunteer Support Programme to cover all public primary schools.

1.3 Continue to train teachers of young children at Erdiston Teachers' College.

1.4 Continue to monitor the programmes of private institutions offering Nursery Education Programmes.

1.5 Ensure that more materials are available to these programmes to ensure more effective teaching/ learning.

**Objective 1.2**

## To Increase the Number of Secondary Students Leaving School with Adequate Certification.

**Explanation:**

As the nation grows and develops it will become increasingly challenging for persons entering the workforce for the first time. The need for certification will become a greater priority in all areas and therefore action must be taken now to target the weaknesses that may presently exist in the education system. Our goal must be one to increase the number of certified students leaving our secondary schools.

**Strategies:**

1.1 Introduction of the Barbados Diploma of Secondary Education.

1.2 Employ additional Psychologists and social workers in the Student Services section of the Ministry.

1.3 Encourage the management of secondary schools to be more innovative and to develop in their schools an area of excellence.

1.4 Implement a Pilot Project to rationalize the technical and vocational resources at the secondary schools.

1.5 Continue the flexible secondary education programme.

1.6 Provide at the secondary level, education in alternative areas (e.g., sports and arts).

1.7 Rationalise the student rolls at all secondary schools so that they do not exceed 1000 students.

**Objective 1.3**

## To Increase the Skills and Number of Students Attending Post-Secondary and Tertiary Institutions of Learning.

**Explanation:**

One successful aspect of the system thus far has been the result of programmes being pursued by our tertiary institutions – the Barbados Community College, the Samuel Jackman Prescod Polytechnic (STPP), Erdiston College and the University of the West Indies. While access to these institutions has significantly been expanded over time, it is the aim of Government to further expand this access and provide greater learning opportunities that will in the long-run drive our development.

**Strategies:**

1.1 Invest larger sums of money in learning technologies and other related equipment to meet the training needs of business, industry and software development.

1.2 Increase access to higher education for all citizens.

1.3 Facilitate the provision of on-going adult and continuing education programmes.

1.4 Develop quality assurance mechanisms for tertiary level institutions.

1.5 Establish a University College of Barbados.

1.6 Expand post secondary programmes and increase access to such programmes.

**Objective 1.4**

## To Increase the Productivity and Effectiveness of Teachers at Every Level to Ensure Effective Management and Teaching at all Learning Institutions.

**Explanation:**

The successful delivery of quality education in Barbados is dependent on a well-trained and qualified teaching staff. Fortunately, Barbados has enjoyed consistent success in this regard both at the primary and secondary level as a result of an extensive training and retraining regime. However, not withstanding the availability of training, today's teacher must contine to an essential part the effort to revolutionise the education system.

**Strategies:**

1.1 Provide on-going state of the art training for teachers and all personnel involved in the delivery of education, which emphasises student-centred methodology and the requisite skills and attitudes for effective implementation.

1.2 Implement mandatory retraining programmes, commensurate with incremental and promotional incentives.

1.3 Implement teacher training programmes that emphasise the development of desirable character traits, attitudes and values; sound human relations skills, motivational/transformation leadership skills, teambuilding, counselling, conflict-resolution skills; entrepreneurial development skills.

1.4 Establish a Teacher's Service Commission early in the plan period to function as the Ministry's representative body to review the terms and conditions of service of its teaching profession.

1.5 Provide effective on-going Human Resource Development Programmes for teachers which focus on individual career development, succession planning and leadership training.

1.6 Compile a skills bank outlining the skills of teachers and other resource person such as parent, persons from the community and private sector to facilitate skills matching for selection purposes.

1.7 Provide programmes for teachers that will assist them to identify, manage and relieve job-related stress in themselves and others.

1.8 Continue to train teachers to ensure that they are on the leading edge of information, communication technologies so that they may effectively guide student learning in a technological learning environment and to achieve effectiveness in the use of such technology.

1.9 Introduce a teacher evaluation system buttressed by a formal structure in the Ministry of Education to oversee the operation of the new system.

1.10 Develop a system for the licensing of all who teach in Barbados.

1.11 Introduce an incentive system to retain excellent teachers in the classroom.

1.12 Establish a teacher substitute system.

**Objective 1.5**

## To Ensure Greater Institutional Strengthening and Capacity Building.

**Explanation:**

In order to meet the challenges of a changing domestic and global environment, it will be necessary to further train and retrain senior and middle managers in the area of educational administration.

**Strategies:**

1.1 Undertake further action at restructuring some internal sections and upgrading the competencies of staff through training and retraining.

1.2 Create a succession plan for education in Barbados to ensure that the future reins of leadership and management are addressed in a systematic and structured way.

## 2.5 HEALTH

**Objective 1.1**

**To Improve the Health System to Deliver Efficient, Effective and Quality Services.**

**Explanation:**

The challenges for the health sector highlight the need for reform of the system. The population profile reflects a slow down in both the birth rate and the rate of population growth but an increase in life expectancy. The results of these phenomena is therefore an aging population, and is compounded by a changing disease profile characterized by increased prevalence of lifestyle-related diseases among Barbadians. The current health situation is also influenced by a high demand for more technologically advanced medical procedures. The current managerial structures and practices are no longer adequate for efficient operation and regulation of the sector. A broader delivery of services is required which encompasses strategies which include programs to support evidenced based decision making, sustained delivery of quality care, empowerment of individuals and communities to pursue wellness, strengthening the regulatory role of the Ministry of Health and developing its human resources capabilities. Community and home-based care are imperative to the strategic focus and reorientation of the health service delivery system in Barbados

**Strategies:**

1.1 Improving the management of the health care system and strengthening the regulatory role of the Ministry of Health.

1.2 Improving the financial system to ensure equity of access, improved efficiency and sustained delivery of quality care for all.

1.3 Improve client/customer satisfaction through effective, efficient and equitable delivery of quality care. This will include feedback and evaluation mechanisms.

1.4 Continued development of the Reform of the Health Information Systems for evidence based decision-making, information sharing, programme management and research.

1.5 Strengthen systems, procedures and standards to up-grade programmes for maintenance of buildings, plant and equipment at all levels.

1.6 Improve the health of the general public through the supply of affordable quality pharmaceuticals.

1.7 Reduce the health sector's vulnerability to disasters.

**Objective 1.2**

**To Develop Appropriate Services that are Improved and Maintained within a Health Promotion Framework.**

**Explanation:**

It is envisaged that the overall structure of the health care delivery will be broader based with the individual client, private sector and non-government organisations, all playing a more dynamic role with the public sector in the development of health services.

**Strategies:**

1.1 Provide acute secondary and tertiary care services that are strengthened and enhanced. This will include components of governance, finance, information technology, maintenance, clinical services, nursing services, support services and emergency services.

**Objective 1.3**

## To Improve the Health and Quality Of Life of the Population.

**Explanation:**

A network of polyclinics and general practitioners in the public health care system, provide full primary care coverage of the population. The polyclinics and general practitioners will continue to play an important part in the delivery of health services and the improvement of the general quality of life.

**Strategies:**

1.1 Strengthen the ante/intra/post-natal services.

1.2 Strengthen screening services for cancer, sexually transmitted infections and other diseases affecting women's health.

1.3 Improve men's health programmes.

1.4 Developing adolescent health programmes.

1.5 Improve health educational programmes in primary and secondary schools.

1.6 Strengthen the national oral health programme and improving the information systems network for the national surveillance of the oral health situation, especially in children under six years, persons with disabilities and the elderly.

1.7 Strengthened rehabilitation programmes to include improved accessibility, as well as improved analysis and utilization of information within the rehabilitation system.

1.8 Expanding existing immunization coverage to include other antigens such as influenza, pneumonia and chicken pox.

1.9 Strengthen neo-natal care services.

1.10 Improve infant and pre-schooler health programmes.

**Objective 1.4**

## To Improve the Nutritional and Physical Status of the Population.

**Explanation:**

Data on food availability points to an over-supply of energy to meet the nutritional needs of the population of Barbados. We have also seen an increase in the prevalence of obesity especially in school age children and the young population, due to the adoption of high fat diets and sedentary lifestyles. Therefore, the need to seek opportunities to nutrition and physical activity interventions focusing primarily on health promotion and disease prevention.

**Strategies:**

1.1 Develop, promote and maintain nutritional and physical standards.

1.2 Improve nutritional educational programmes.

1.3 Develop, promote and maintain physical fitness standards.

1.4 Strengthen physical activities and educational programmes.

1.5 Enhanced monitoring of over-nutrition and under-nutrition in the age group 0-5.

1.6 Improved food security measures.

**Objective 1.5**

## To Reduce the Morbidity and Mortality Due to Chronic Non-Communicable Diseases.

**Explanation:**

Lifestyle-related illnesses have been the leading causes of morbidity and mortality in Barbados. Research has shown that there is a direct and indirect link between lifestyles and many of the chronic non-communicable diseases(CNCDs) that Barbados is currently facing. The prevention and control of these health problems pose major challenges and therefore it has become evident that a broader approach to these diseases is required. Since many of these diseases are rooted in lifestyle and behavioural practices, the challenge will be to develop effective strategies aimed at bringing about fundamental behavioural changes at the individual and community levels.

**Strategies:**

1.1 Reducing the incidence of diabetes, hypertension, cardiovascular disease and other CNCDs and occurrence of complications.

1.2 Improve all the supportive environments.

1.3 Developing legislation to control the importation of types of foods that promote ill health. i.e. certain fats and oils

**Objective 1.6**

## To Reduce the Incidence of HIV/AIDS.

**Explanation:**

AIDS cases and HIV infections rates in several countries, place the Caribbean second to sub-Saharan Africa in terms of HIV prevalence. The prevalence of HIV/AIDS in the Barbados adult population is posing a serious challenge to society's resources to prevent, as well as provide treatment and care for persons who are infected. With a 75% fatality rate it is evident that HIV/AIDS is not just a serious health issue in Barbados but a major developmental catastrophe that threatens to dismantle past social and economic achievements and also those of the future.

**Strategies:**

1.1 Create a national multi-sectoral programme that will reduce the incidence and impact of HIV/AIDS by further building and strengthening of strategic partnerships and multi-sectoral collaborations to manage, control and reduce the spread of the disease.

1.2 Improve the clinical management of HIV/AIDS, through improved treatment, care and support, with a view to mitigating the impact of HIV/AIDS on infected and affected individuals and groups in the society.

1.3 Improve information systems and undertake research, monitoring and evaluation to support decision-making in respect of the HIV/AIDS epidemic.

1.4 Further build and strengthen strategic partnerships and multi-sectoral collaborations to manage, control and reduce the spread of the disease.

**Objective 1.7**

**To reduce the morbidity and mortality due to existing, new and re-emerging communicable diseases.**

**Explanation:**

Barbados's location along with its dependence on tourism and its centrality to Caribbean business and politics, has made it a hub for international passenger travel and cargo freight into and out of the region by sea and air. It is therefore This has made it extremely vulnerable to any disease that can be transferred along with people and cargo. The reality of this will increase in the future as the process of free trade and movement of people increases. Therefore, increase surveillance and future preventative programmes will need to be put in-place to protect the country from such diseases.

**Strategies:**

1.1 Reduce the mortality and morbidity from new and re-emerging communicable diseases by strengthening immunisation control programmes and management capacity, strengthening the supportive environment, and strengthening the clinical management of vector borne diseases.

**Objective 1.8**

**To Improve and Maintain the Mental Health of the Population.**

**Explanation:**

It is recognised that mental disorders disrupt the life of the community as well as that of the individual family. In Barbados, the development of mental health has been slow and hence strategies to reform this area of the health sector need to be pursued. To this affect, such pursuits will seek to downsize and modernize core services at the Psychiatric Hospital. A strengthened community based programme that will include the already existing Primary Health Care clinics, an expanded Admissions Facility at the Queen Elizabeth Hospital and a variety of community rehabilitation and long term care programmes including supported housing. These initiatives will occur in tandem with public education and sensitization programmes.

**Strategies:**

1.1 Strengthen the mental health programmes through, improved management of the mental health services, improving the clinical services, finalizing the mental health legislation, and improving capacity for evidence-based decision making.

1.2 Reduce the use and abuse of legal and illegal substances among all age groups by enhancing education programmes about legal and illegal substances and enhancing treatment and rehabilitation services. This will be achieved by establishing minimum standards to improve quality of care to private and public residential treatment facilities including custodial settings, or programmes offered to people with problems caused by drug consumption. These standard will also act as a regulatory tool.

1.3. Establish a National Mental Health Commission, which will be charged with the implementation, ongoing development, Regulation, Monitoring and Evaluation of Mental Health Policies Plans, Programmes and Facilities.

**Objective 1.9**

**To Reduce the Level of Environmental Health Risk.**

**Explanation:**

Environmental Health continues to be a priority of the health system, specifically with regards to maintaining low prevalence rates of communicable diseases, and in addressing the challenges brought on by new and

re-emerging diseases. The importance will therefore be placed on, the management of solid and liquid waste, monitoring of vector borne diseases, food safety, and the control of new and re-emerging diseases.

**Strategies:**

1.1 Improve the maintenance and quality of life through an integrated environmental health management system involving the principles of risk assessment and risk management. This will encompass:

- The development of an integrated approach to solid waste management utilizing the appropriate solid waste technology for specific waste streams.
- The improvement of near shore water quality through the development of a comprehensive water quality surveillance system.
- The Strengthening and maintaining food quality assurance system through the implementation of good manufacturing practices and Hazard Analysis Critical Control Point inspection system to ensure the provision of wholesome food to consumers.
- The strengthening and maintenance of the integrated vector control program:
- The improvement and maintenance of a comprehensive port health surveillance system to prevent the international of diseases.
- The establishment of comprehensive institutional hygiene program tor enhancing indoor air quality and prevention of the spread of diseases.
- The participation of members of the community in the planning and implementation of community based environmental heath interventions.
- Improved monitoring and evaluation mechanisms for air, noise and water pollution.

**Objective 1.10**

**To Have the Appropriate Human Resources Available to Support the Health System.**

**Explanation:**

Supporting, attracting, developing and retaining skilled personnel have been a challenge for the Barbados' health system. With the advancement of the health sector, there must be a proactive human resource approach which compliments and enables the fulfillment of the mission to achieve quality health care.

**Strategies:**

1.1 Improve the capacity of the health system to train, manage and measure the competency of health professionals. This will be done by strengthening the capacity of the health system to respond effectively and efficiently to training needs; improving policies, plans and procedures for the management of human resources, improving alliances with NGOs, communities and the private sector and improving all supportive environments.

1.2 Improve the capacity of the health system to respond to exogenous challenges. This will be done by initiating and implementing measures towards retention of expertise in the context of competition from international recruiters and the challenges inherent in a globalised market.

1.3 Improve the capacity of the health system to provide anticipated standards of leadership and expertise. This will be achieved through the implementation of a programme of succession planning through staff development initiatives and the utilization of Management of Information Systems to generate relevant human resources analysis.

## 2.6 YOUTH DEVELOPMENT

**Objective 1.1**

**To Attract and Retain the Right Clients for the Youth Entrepreneurship Scheme (YES).**

**Explanation:**

The attraction and retention of a pool of clients who have a serious commitment to owing business, or improve an existing business, and using the service of YES to realise their aims, is vital to youth development.

**Strategies:**

1.1 Develop a Comprehensive screening procedure.

1.2 Restructure training programmes to include profile tests in order to uncover the strengths of participants, and to channel them in the most appropriate direction.

1.3 Solicit the support of other social and development agencies to ensure the referral of suitable candidates.

**Objective 1.2**

**To Develop and Maintain a System of Sound Human Resource Management.**

**Explanation:**

Human resources development and management must constitute an important aspect of the effort to advance the development of the youth. The recruitment and select of a cadre of officers who are technically competent, and the development of appropriate management structures will have to be pursued.

**Strategies:**

1.1 Recruit additional technical and administrative staff to manage the increasing demands on the Youth Department.

1.2 Enhance the technical capability of Youth Enterprise Officers through training in financial analysis and planning, marketing management, strategic planning and management and counselling.

1.3 Create the appropriate opportunities for all staff to participate in appropriate staff development programmes.

1.4 Develop and implement an appropriate system of performance appraisal and evaluation which reflects the activities of technical officers and which can be used as a developmental tool.

1.5 Provide management and leadership training for Heads of Sections and their support staff.

1.6 Establish effective strategic planning, budgeting and financial control structures.

**Objective 1.3**

**To Expand and Maintain a Vibrant Private Sector Network.**

**Explanation:**

The role of the private sector is important for the future development of the social fabric of the country. Experienced and trained private sector individuals in the field of management will be invited to join a network of friends of the Youth Department to offer their services on a voluntary basis, in areas such as mentoring, coaching and counselling.

**Strategies:**

1.1 Establish a Mentors' Association.

1.2 Develop a programme that will provide basic and advanced training for mentors and other volunteers.

**Objective 1.4**

## To Improve the Use of Information and Communications Technology.

**Explanation:**

Improving the level of communication technology and decision-making will be needed at all levels. The establishment of efficient and effective communication links through the upgrading of the information technology system will be necessary.

**Strategies:**

1.1 Develop a web site for the youth department to augment its information sharing capacity.

1.2 Develop the capacity for on-line registration of programmes offered by the department.

1.3 Encourage and augment the use of ICT through:

- E-readiness policies.
- Widespread and enhanced use of information and communication technology.
- Harmonisation of standards particularly digital standards.
- Optimal use of new and traditional media.
- Appropriate law and regulation including licencing.

**Objective 1.5**

## To Deepen the Level of Involvement with the Wider Community and Expand the Client Base and Range of Services.

**Explanation:**

As will be required, the Youth Department will need to be pro-active in further establishing deeper ties between itself and the youth in the wider community and meeting the new challenges which will arrive. This will mean an expansion of its client base and the kind of services which it provides, particularly in the area of entrepreneurship development where greater effort will be exercised in getting the younger members of the community to be productive.

**Strategies:**

1.1 Enhance the delivery of business consulting services to young persons.

1.2 Develop a business incubator that grows and establishes approximately thirty (30) new businesses per year.

1.3 Create and maintain a deeper level of interaction with the wider community by greater use of the print and electronic media.

1.4 Give full support to the artistic and cultural development of the youths in the communities.

## 2.7 SPORTS

**Objective 1.1**

**To Create Avenues for the Further Development, Promotion and Facilitation of Sporting Activities in Barbados.**

**Explanation:**

Access to the appropriate resources is required for the further development of the sporting industry in Barbados, particularly in a world where the highest standard of competition and performance is obtain. The Government and the private sector have recognised this and will continue to ensure that the right services and funds are made available to assist in the full development of our sporting men and women.

**Strategies:**

1.1 Seek to have all community playing fields properly equipped to encourage more participation by persons in the community.

1.2 Further upgrade sporting grounds and pavilions around the country.

1.3 Continue to train personnel to carry out meaningful sports programmes.

1.4 Build three (3) Mini Stadia in the North, East and South of the country to accommodate mass sporting activities.

1.5 Refurbish the National Stadium.

1.6 Ensure that all coaches are outfitted with the correct training equipment.

1.7 Keep abreast of the technological and various changes in the international sporting environment.

1.8 Ensure the continuation of the National Lottery for sports so that all sporting activities and athletes are appropriately funded.

## 2.8 COMMUNITY DEVELOPMENT

**Objective 1.1**

**To Empower and Improve the Quality of Life within the Various Communities.**

**Explanation:**

A quality community life is important for social development and advancing our vision. Government must ensure that all communities are provided with the kind of empowerment programmes and facilities that will help them to be more productive participants in the nation's development.

**Strategies:**

1.1 Continue the expansion of education and training programmes to increase the marketing skills of persons within the various communities.

1.2 Map the socially deprived areas to facilitate the targeting of social and economic development.

1.3 Establish a community NGO desk.

1.4 Expand the Community Art Career Programme to southern part of the island.

1.5 Further incorporation all persons with disabilities into community activities.

1.6 Construct ten (10) new community facilities over the planning period.

**Objective 1.2**

**To Aid in the Prevention and Control of HIV/AIDS.**

**Explanation:**

At the community level there needs to be a further collaboration of efforts aimed at helping to reduce the incidence and impact of HIV/AIDS. As a frontline in this fight, the community is strategically placed to reach those vulnerable groups and individuals.

**Strategies:**

1.1 Establish workshops to further sensitize those frontline workers and volunteers.

1.2 Expand the various community programmes.

1.3 Develop and implement targeted community programmes.

1.4 Conduct surveys to determine the impact of the various programmes.

1.5 Establish a corps of community volunteers to facilitate and partner thrust in community education.

**Objective 1.3**

**To Provide Access to Computer Technology to all Barbadians.**

**Explanation:**

Easier and wider excess to computer training and knowledge will be very much required in the Barbados that we envision. Technology will be a principle driver of our development and therefore we must continue to make access to training readily available to those disadvantaged community members.

**Strategies:**

1.1 Upgrade and construct Resource Centres as part of the Community Technology Programme.

1.2 Further expand the Community Technology Programme.

1.3 Incorporate a placement programme into the Community Technology Initiative.

1.4 Provide computer laboratories in 30 additional communities' island wide.

## 3. INFRASTRUCTURAL AND ENVIRONMENTAL SECTORS

### 3.1 LAND USE PLANNING

**Objectives 1.1**

**To Guide and Manage the Growth of the Nation in a Manner Which is Consistent with the Principles of Sustainable Development and Healthy Communities.**

**Explanation:**

Unplanned development can have serious economic, social and environmental impact on our country. To this end, physical development planning that looks at land-use planning is critical to our sustainability.

**Strategies:**

1.1. Promote the efficient use of public infrastructure and safeguarding arable agricultural land by discouraging the conversion of arable land to non-agricultural production, guiding non-agricultural uses to the Urban Corridor, minimizing adverse impacts on agricultural operations.

1.2. Provide residents with a choice of living environments in urban, suburban and rural settlement locations.

1.3. Encourage the creation of diverse, self contained communities in newly urbanizing areas through the development of detailed community plans.

1.4. Promote the efficient use of public infrastructure by directing the majority of new growth to clearly defined urban corridor, rural settlements with growth potential and national park villages.

1.5. Promote and facilitate opportunities for small farm creation and increase ownership accessibility to arable lands.

## 3.2 ROAD NETWORK AND TRAFFIC MANAGEMENT

**Objective 1.1**

**To Plan, Design and Develop a Comprehensive Road Network System.**

**Explanation:**

Barbados' roads, highways and bridges provide needed mobility for commercial and personal travel. As critical elements of our development, greater improvements will be needed, particularly to our major highways, to help boost economic activity and maintain a high level of social satisfaction.

**Strategies:**

1.1 Undertake the upgrade and routine maintenance of a number of corridors to improve safety on the roads.

1.2 Construct more sidewalks.

1.3 Repair and strengthen bridges and culverts island-wide.

1.4 Repair and improve roads and bridges in the Scotland District.

1.5 Improve productivity through the use of new equipment technology.

1.6 Amend the Highway Act to take into account increased traffic and to improve the supervision of the construction and repairs of highways and street works.

1.7 Establish express bus services along key corridors in and out of the city at peck intervals.

**Objective 1.2**

**To Identify, Provide and Maintain all Waterways, Gullies, Outfalls, Wells and Other Drainage Facilities.**

**Explanation:**

A major focus will be the problem of drainage. As a low-lying country Barbados over time has had to address the issues of flooding in many of its districts and the encroachment by the sea along its coasts. It is clear that greater attention will have to be paid to these matters and Government will need to provide adequate drainage standards and protection.

**Strategies:**

1.1 Train staff in the area of hydrology, watershed management, global positioning systems, and geographic information systems (GIS).

1.2 Expand data linkages between Town and Country Planning Department, Land Tax Department, and the Ministry of the Environment.

1.3 Upgrade the database on all drainage facilities.

1.4 Clean and sink old and new wells respectively.

1.5 Construct dams at selected locations upstream of various flood-prone coastal areas.

1.6 Continue the development of adequate drainage facilities at the Grantley Adams International Airport.

1.7 Establish a research arm within the Ministry Drainage Unit.

1.8 Construct a tunnel at Blowers quarry in St. James.

**Objective 1.3**

**To Ease Traffic Congestion in the Island and Generally Improve Traffic Management.**

**Explanation:**

A major drive will be carried out to bring relief to the congestion on the public roads and highways of Barbados which, according to the CIA World Fact Book, ranks at number 7 of the top 100 countries in terms of road density and at number 29 in-terms of cars per kilometres per road. Targeted policies will look to generally improve traffic management, so alleviating vehicular congestion and gridlock on the road.

**Strategies:**

1.1 Design and install flyovers.

1.2 Synchronize traffic lights in Barbados.

1.3 Investigate the possibility of water transportation from Oistins to Bridgetown and Holetown to Speightstown.

1.4 Review the option of Park and Ride system.

1.5 Enforce the traffic laws with an option of creating a traffic court with evening sessions.

1.6 Increase the number of car parks to ease congestion caused by illegal parking.

1.7 Increase fees for parking in the city and increased fines for illegal parking.

1.8 Establish the Public Transport Authority to develop and enforce rules and procedures to enhance the reliability of the public transport system.

1.9 Develop a Bus Rapid Transit system as an integral part of a traffic management solution to traffic congestion.

## 3.3 WATER

**Objective 1.1**

**To Maintain a Safe and Reliable Water Supply that can satisfy both Commercial and Domestic Demand.**

**Explanation:**

As an important element of our development process, continual access to a safe and reliable water supply will become increasingly vital as greater pressure from increased economic and social activity bears on it.

Therefore, as a water scarce nation all care must be taken to ensure that our ground water is protected and that wastage is eliminated.

**Strategies:**

1.1 Pursue an aggressive maintenance and replacement programme of the island's aging pipe infrastructure.

1.2 Establish programmes to augment the water supply.

1.3 Ensure the effective and efficient use of modern technology and that correspondent management practices are pursued.

1.4 Promote conservation through Public Education.

## 3.4 ENERGY

**Objective 1.1**

**To Increase and Maintain Proven Reserves from Seven (7) To Ten (10) Years.**

**Explanation:**

To ensure that an efficient and reliable supply of energy is available for development, there must be an increase in the domestic production of both crude oil and natural gas.

**Strategies:**

1.1 Drill six (6) development wells every year.

1.2 Use seismic and cross well tomography to better inform of oil prospects.

1.3 Use new drilling techniques untried in Barbados.

1.4 Continue off-shore exploration work.

**Objective 1.2**

**To Ensure the Security of Energy Supplies at most Competitive Prices and its Efficient use.**

**Explanation:**

The aim will be to ensure that there is reliable supply and adequate storage arrangements to meet current and future energy needs.

**Strategies:**

1.1 Establish an ultra-modern product storage facility.

1.2 Re-adjust the value chain to minimise cost to consumers.

1.3 Optimise the importation and supply processes inorder to yield minimum prices to consumers.

**Objective 1.3**

**To Expand the Use of Natural Gas.**

**Explanation:**

Barbados has a significant and growing natural gas delivery system which includes over 16,000 domestic, industrial and commercial users. Recognising the importance of this environmentally friendly energy source, efforts will be made to utilise this superior resource in the most efficient manner to the benefit of all. Local resources are unlikely to meet the demand and importation will therefore be undertaken.

**Strategies:**

1.1 Undertake a natural gas capital expansion programme to provide natural gas to energy users.

1.2 Generate significant amounts of electricity through the use of natural gas.

1.3 Import natural gas either in compressed form or via a pipeline.

**Objective 1.4**

**To Increase the Use and Awareness of Renewable Energy Sources.**

**Explanation:**

As an alternative to oil based energy products, the use of wind, solar, photovoltaic, landfill gas and sugar cane, as renewable energy sources, will increasingly be pursued. Acting as a buffer against unforeseeable shocks, these alternatives will serve to ensure a continuation of Barbados growth and development, benefiting both the commercial and household sections of the economy.

**Strategies:**

1.1 Develop a 50megawatt (MW) wind energy capacity.

1.2 Expand the installation of solar water heaters.

1.3 Establish a commercial solar photovoltaic (PV).

1.4 Establish a landfill gas to energy plants.

1.5 Use sugar cane as a fuel for the production of ethanol and electricity.

## 3.5 TELECOMMUNICATIONS

**Objective 1.1**

**To Ensure that the Telecommunications Market Structure Provides for Universal Delivery of Quality Telecommunication Equipment and Services at Affordable, Cost Oriented Prices.**

**Explanation:**

In Barbados, affordable access to modern telecommunication services and networks must be balanced against the need to recover costs and to make a reasonable (*rate of return)* on such investments.

**Strategies:**

1.1 Initiate new policy approaches to maximize gains of a liberalised telecommunications services development.

1.2 Establish mechanisms for the convergence of technologies and the integration of services.

1.3 Develop law & regulation in accordance with international consensus.

1.4 Establish mechanism to harness benefit of convergence of technologies and integration of service.

1.5 Encourage investment in the sector.

1.6 Enhance spectrum management (both trade & development).

1.7 Strengthen independent regulation of the sector.

1.8 Heighten profile and participation in international telecommunication development for a such as the International telecommunication Union (ITU).

1.9 Develop an national connectivity agenda with respect to all productive sectors which flows into the regional and global design.

1.10 Focus attention to Intellectual Property Rights (IPR) in telecommunication issues.

1.11 Remain mindful of the labour implications of an advancing liberalized market and focus on maximum growth in relevant human resources.

1.12 Monitor global trends to maximize benefits and minimize negative impacts.

1.13 Evolve appropriate competition policy.

**Objective 1.2**

**To Ensure Easier Access and Use of Telecommunications.**

**Explanation:**

For Barbados to launch itself completely into the information age the development of and access to telecommunications is a key stepping-stone. This requires having the physical infrastructure for telecommunications capable of responding to the technological challenges of the twenty-first century.

**Strategies:**

1.1 Strengthen the linkages between telecommunications and the other sectors of the economy.

1.2 Promote access to basic telecommunications and information services. This may be accomplished through further community-focussed initiatives, through wider coverage in the education and training system and through the promotion of technology-based businesses, such as Internet cafes.

1.3 Promote the development of telecommunications, and other information communication technologies.

1.4 Promote the development of e-commerce, e-government and e-business.

1.5 Facilitate greater competition, development and innovation in telecommunications in order to expand the range of services and to increase value for money in the sector through reduced costs to consumers.

1.6 Improve the institutional and human resource capacity of telecommunications sector.

1.7 Invest in and encourage the development and expansion of the physical infrastructure of telecommunications through enhanced satellite uplinks and other digital media.

## 3.6 SOLID WASTE MANAGEMENT

**Objective 1.1**

**To Improve Solid Waste Management.**

**Explanation:**

In Barbados, approximately 700 tons of solid waste are produced daily for disposal in the local engineered sanitary landfill. This process has increasingly been problematic since the current landfill site is designed for a capacity of 600 tons. As a result the landfill space is being utilised at an increasing rate. This realisation

has meant the need for creative solutions to our solid waste, particularly if we are to pursue our desire level of development that is proposed. Obviously, the use of landfills will have to be considered along with other modern methods with the aim of achieving a sustainable level of development.

**Strategies:**

1.1 Integration of alternative technologies for the use, treatment and disposal of solid waste into the current system.

1.2 Develop a modern approach and practice of recycling of garbage.

1.3 Encourage public-private partnerships in solid waste management and operations.

1.4 Developing a more intense educational programme on solid waste management.

1.5 Reviewing and revising legislation governing the disposal of solid waste.

1.6 Developing modern standards for solid waste disposal.

## 3.7 DISASTER MANAGEMENT

**Objective 1.1**

**To Create Appropriate Disaster Management Systems in Collaboration with CERO.**

**Explanation:**

In order to effectively prepare the country for the future we must ensure that the achievements, which we have accomplished, are well protected. To this end Barbados will seek to enhance its capability to effectively deal with the natural and unnatural disasters that may confront us. This will call for improve systems to deal with such occurrences. The agency responsible for coordinating all disaster emergency operations must ensure that appropriate programmes are put in-place.

**Strategies:**

1.1 Develop a comprehensive disaster management plan for the personal social service agencies.

1.2 Form and train disaster preparedness committees.

1.3 Formulate procedures to activate disaster management plans.

1.4 Ensure that there is further collaboration between Government and NGO disaster agencies.

1.5 Enhance the Meteorological Service to enable it to make better forecasts and inform the public in a timely manner.

## 3.8 ENVIRONMENTAL PROTECTION

**Objective 1.1**

**To Conserve and Manage the Natural Resources Including Air, Water, Land, Flora and Fauna, Natural Habitat And Features, For Valued Ecological Functions and to Provide an Improved Quality Of Life for Current and Future Generations of Barbados.**

**Explanation:**

The importance of ensuring a balance between development and the natural environment will be critical for the well-being of our society. Hence Barbados will continue to seek to ensure that its natural resources are well protected by setting the tone and providing the framework in which society engages in environmental management.

**Strategies:**

1.1 Ensure that the integrity of natural features and linkages, wildlife habitat, significant flora and fauna, and important landscape features, significant vistas and parks is maintained during the process of development.

1.2 Develop tools for assessing development activity and its potential impact on the environment and for identifying measures to prevent any detrimental impact, by incorporating environmental consideration into the development planning, review and approvals processes.

1.3 Identify best environmental management practices suited for various classes of land uses, including agriculture, to achieve soil conservation, flood protection, erosion reduction, and water resources protection.

1.4 Facilitate the ability of Barbados to adhere to its commitments under International Conventions and Treaties relating to management of natural environments and resources.

1.5 Promote the public awareness and appreciation of the essential linkages between the environment, quality of life, and sustainable development.

1.6 Encourage greater participation by the people of Barbados in the protection and stewardship of natural resources.

1.7 Facilitating the ability of Barbados to adhere to its commitments under International Conventions and Treaties relating to management of natural resources, while mitigating the adverse impacts of such Conventions on Trade and Industry.

**Objective 1.2**

**To Facilitate a Safe and Healthy Environment by Minimising and where Possible Preventing the Discharge of Pollutants to the Soils, Water, Air and Natural Environments of Barbados.**

**Explanation:**

The problem of environmental pollution will be further dealt with as we look to preserve our natural treasures. Barbados over the pass has had to devise strategies to try and halt the process of environmental degradation caused by human activities. Our reefs remain threated by chemical run offs due to farming activity, while illegal dumping in gullies and waterways still confronts us. It is therefore paramount that proper practices be put in-place to reduce all damage to our environment.

**Strategies:**

1.1 Facilitate the protection of the island's groundwater resources and coastal waters from contamination.

1.2 Minimise the level of atmospheric pollution including noise, dust and air-borne chemicals and diseases

1.3 Control the application and use of chemicals in agriculture.

1.4 Promote improved approaches to the management of solid waste.

1.5 Regulate and promote improved management of hazardous materials.

1.6 Encourage greater public awareness and understanding of the environmental risk and problems associated with inappropriate waste management.

1.7 Enhance education and public awareness programmes.

1.8 Promote the adherence to Barbados' commitments under international treaties on the prevention, control and mitigation of pollution.

1.9 Minimise pollution, including noise pollution and promote improved management of hazardous materials.

1.10 Encourage and assist in the formation of community based organisations to preserve and improve the quality of their environment.

1.11 Encourage linkages between community management committees and agencies concern with research on environmental management.

1.12 Sponsor annual awarded ceremonies for the best managed community agencies.

**Objective 1.3**

**To Provide a Support System for Decision-Making by Government on Applications for Development, both through the Environmental Impact Assessment Process and Otherwise, and an Optimal Institutional Framework for Environmental Management.**

**Explanation:**

This objective highlights the need for proper decisions to be taken when applications for development are made. This will take into consideration the impact which the application may have on the environment.

**Strategies:**

1.1 Provide an enhanced and forward-looking legislative and regulatory framework within which the roles and responsibilities of Government can be discharged.

1.2 Encourage the participation of non-governmental organisations, including industry, agriculture, developers, and the public in environmental management, working with government.

1.3 Promote identification and protection of those environmental attributes and areas sensitive to development pressure.

## 4. GOVERNANCE SECTOR

### 4.1 THE ROLE OF CIVIL SOCIETY

**Objective 1.1**

**To Facilitate the Integration of Civil Society into all Areas of National Activity.**

**Explanation:**

Government for the people and by the people is the vision of all democracies. A major step toward the achievement of truly representative democracy and good governance is the enhancement of inclusiveness and participative behaviour by all citizens. Moreover, the results of increased participation by civil society include the generation of more and creative ideas, greater national buy-in, and increased national economic and social performance.

**Strategies:**

1.1 Strengthen and enhance the tripartite arrangement between Government, the labour movement and the private sector

1.2 Clearly identify the areas of activity for which Government, the private sector and civil society have a competitive advantage with a few to enhancing overall efficiency by concentrating control for the particular activity in the appropriate sector.

1.3 Continue the Annual National Consultations on the economy with all stakeholders and involve them in the shaping of policies and programmes at all levels.

1.4 Facilitate the nuance of the evolving technological age whereby the activities of civil society can find rapid expression by way of e-mail, teleconferencing and other spontaneous modalities.

1.5 Accommodate the notion of corporate globalisation whereby large international corporations move goods and money across nations, while at the same time ensuring that it is pursued in a transparent and sound legal/regulatory environment.

**Objective 1.2**

**To Utilise Civil Society as a Means of Facilitating the Practice of Good Democratic Governance.**

**Explanation:**

Civil society may be used as a means of ensuring that good governance is practised. This relates to ensuring that abuses of power, the misuse of public resources and undemocratic practices do not become commonplace.

**Strategies:**

1.1 Outfit civil society with the tools necessary to contribute substantively to national decision-making whether in relation to matters originating in the public or private sectors.

1.2 Develop and encourage programmes that assist in creating a civil society characterised by higher levels of self-reliance, less dependence on the state and in some in stances totally independent of the state, and in which diversity and wide participation is achieved.

1.3 Ensure access to timely, accurate and relevant information on all matters affecting civil society. This may be facilitated inter alia, by a more responsive, efficient and technologically driven public service.

**Objective 1.3**

**To Reduce and Eliminate the Marginalisation of the Poor and Vulnerable Groups.**

**Explanation:**

Ensuring that in Barbados no one is left behind is a fundamental aspiration of the developed Barbadian society. This may only be achieved if poverty is eliminated, and the vulnerable protected and empowered.

**Strategies:**

1.1 Develop programmes to empower and enfranchise civil society, the private sector and in particular communities.

1.2 Create a new entrepreneurial class and eradiate extreme poverty in Barbados. This will require new or adapted financing arrangements, innovative means of providing technical assistance and facilitating innovation and risk taking. Moreover, community groups and organisations will be encouraged and provided opportunities for training in areas related to wealth creation, entrepreneurship, skills training, the use and integration of information technology and in effective advocacy.

**Objective 1.4**

**To Facilitate the Integration of Civil Society into Regional and International Negotiation Forums.**

**Explanation:**

There is a well recognised deficit between the financial and skilled human resources available and exploited by developing and developed countries, particularly in international forums. If the gap is to be closed developing countries must utilise all the expertise at their disposal. Integrating and making the best use of the skilled capacity of civil society may provide one such solution.

**Strategies:**

1.1 Integrate civil society into regional and international negotiation forums to buttress the work of the Government by providing additional technical expertise where gaps exist.

## 4.2 DIPLOMACY

**Objective 1.1**

**To Equip Barbados to Secure its Future in the Global Economy.**

**Explanation:**

Barbados must be in a position to understand, assimilate and act expeditiously upon changes in the international environment. This requires strengthening the institutional capacity of the Foreign Service, coordinating the work of Barbados Inc. in the international community and facilitating the flow of resources to the country.

**Strategies:**

1.1 Finalise the restructuring, modernization and strengthening of the Foreign Service of Barbados so that it is equipped to provide analysis, information and representational support to all relevant Ministries and agencies, which engage the outside world in pursuit of Barbados' interests. The Foreign Service will also facilitate negotiations and the implementation of Barbados' obligations under the ACP/EU umbrella, the FTAA, WTO, the CSME and the United Nations.

1.2 Pursue the international relations of Barbados in a coordinated fashion by, continuing to develop the Country Team approach; establishing an international "brand" image of Barbados; and continued monitoring and reporting on issues of primary interest to Barbados.

1.3 Increase the flow of investment and development finance to Barbados by developing and widening the network of Bilateral Investment and Double Taxation Treaties; and further promotion of Barbados as a leading international business and leisure centre and a preferred location for diplomatic missions and regional and international organizations.

**Objective 1.2**

**To Enlarge Barbados' Regional Economic Space.**

**Explanation:**

Barbados must consolidate its relations with the countries of CARICOM and strengthen economic relations with hemispheric neighbours and partners if it is to position itself to be successful in the new global environment.

**Strategies:**

1.1 Develop a comprehensive programme of functional cooperation with OECS states, with special emphasis on the enhanced management and exploitation of the shared resources of our common Exclusive Economic Zone.

1.2 Promote mutually beneficial economic relations with CARICOM countries in the areas of trade and investment, tourism and air services, amongst others.

1.3 Build strong economic partnerships, through CARICOM arrangements, with the Dominican Republic, Cuba, Central and South America, as well as, with the Andean Community and MERCOSUR.

**Objective 1.3**

**To Promote and Protect the Economic, Political, and Cultural Interests of Barbados in Other Countries and in International Organizations.**

**Explanation:**

In the context of liberalization and globalisation, it is necessary that Barbados move beyond its traditional markets to include countries in Asia and Africa. Current alliances among developing countries can be expected to shift and change focus over the plan period as states compete more with each other in the global economy. Barbados in order to promote and protect its interest will have to develop new alliances, markets and approaches to facilitate its interests.

**Strategies:**

1.1 Review and rationalize Barbados' participation in regional and international organizations giving priority to its representation at those organizations which remain relevant to the country's interests.

1.2 Promote the use of Barbadian expertise in technical cooperation programmes sponsored by international agencies.

1.3 Collaborate with relevant Ministries in promoting Barbados' interests abroad and in conducting international negotiations.

1.4 Pursue greater cooperation with like-minded countries to push the agenda of developing countries and to highlight and place on the international agenda those issues that are of interest to countries, such as, Barbados.

1.5 Maintain Barbados' leadership role as coordinator of the efforts to have the Caribbean Sea recognized as a Special Area in the context of sustainable development.

**Objective 1.4**

**To Establish and Preserve Harmonious Relations with Foreign Governments.**

**Explanation:**

New imperatives in regional and international economic relations and security will influence the partnerships which Barbados seeks to consolidate during the planning period.

**Strategies:**

1.1 Promote trade, tourism, culture and the development of investment with Europe, Asia (China and Singapore in particular) and Africa.

1.2 Maintain the mutually supportive alliance with Australia, New Zealand and the countries of the Pacific.

1.3 Enhance Barbados' non-resident coverage of selected countries through the expansion of the network of Honorary Consulates in strategic locations abroad.

**Objective 1.5**

**To Safeguard and Protect the Interests and Welfare of Barbadian Nationals Abroad.**

**Explanation:**

The Government of Barbados must ensure that the welfare and rights of its citizens living abroad are protected. This relates to protection in the country in which they are domiciled, as well as protection of their investments in Barbados, and facilitating their reintegration into Barbadian society.

**Strategies:**

1.1 Continue to provide the full range of consular services to nationals overseas, with special emphasis on facilitating those wishing to return or to invest in Barbados.

1.2 Complete the establishment of a skills bank of overseas nationals wishing to utilize their expertise in assisting the development of Barbados.

1.3 Assist in the development of special financial instruments to promote investment opportunities for Barbadians living abroad.

**Objective 1.6**

**To Safeguard and Protect Barbados' National Integrity and Territorial Security.**

**Explanation:**

The greatest threat to Barbados is unlikely to come from aggressive behaviour from our neighbours but from well funded and organized transnational criminals involved in narco-trafficking, human trafficking, the illegal gun trade, money laundering and terrorism.

**Strategies:**

1.1 Participate and contribute towards the development of a coordinated strategy of interdiction and enforcement.

1.2 Actively participate in dialogue on the issues in regional and international forums, such as, the UN and OAS and attracting international assistance in counteracting the threat.

1.3 Accede to the 1951 International Convention on Refugees and its 1967 Protocol and develop a national policy on treatment of Refugees and granting of Asylum.

## 4.3 LAW AND ORDER

**Objective 1.1**

**To Improve the Efficiency of the Justice System.**

**Explanation:**

There is a need to improve the capacity of the Justice System to provide decisions in a timelier manner, not only to reduce the backlog of cases pending but also to ensure the quick and fair dispensation of justice. In addition, there is a need to improve the capacity of the Justice System to keep abreast of current trends in dispensing justice with respect to alternatives to imprisonment, such as, asset forfeiture for serious drug crime, and money laundering.

**Strategies:**

1.1 Restructure, modernise and rationalise the agencies under the Registration Department such as, the Courts, the Registration Department and the Court Process Office.

1.2 Implement new rules of procedure to simplify court procedures and improve the judicial management of cases.

1.3 Engage capacity building in human resources for the Courts and Judiciary.

1.4 Develop a programme of constant review and updating of the Statute Laws.

1.5 Implement a programme of institutional strengthening of the Probation Department.

1.6 Facilitate the establishment of the Caribbean Court of Justice.

1.7 Establish an independent national professional prosecution system to undertake all criminal prosecutions in courts with less reliance on the services of police officers.

1.8 Further develop legislative drafting either by training and/or by contracting professional consultants.

1.9 Restructure existing legislation and administrative procedures to improve the area of community legal services thereby attracting more experienced lawyers and facilitating victims' compensation.

**Objective 1.2**

## To Effectively Manage New Trends in Crime and Law Enforcement.

**Explanation:**

Barbados must develop the capacity to effectively deal with new trends and issues in criminal activity, particularly, violent crime, the use of illegal firearms, white collar and high tech crime, crime against visitors, and transnational crime arising out of regional integration and globalisation.

**Strategies:**

1.1 Restructure and modernise the Royal Barbados Police Force so that it can undertake a more scientific and research-based approach to policing. This requires special emphasis on evidence handling, the management of exhibits and the use of forensic sciences. In addition, there will be cutting-edge training for police officers, and the acquisition and use of cutting-edge technology, which treat with modern crime scenarios, such as, asset fraud, cyber crime, money laundering and terrorism.

1.2 Establish a Special Anti-Crime Unit to augment the work of the Force and a Special Parliamentary Committee on Crime, Law and Order to monitor the crime situation in Barbados.

1.3 Pursue a strategy for capacity building in the police force through training and other methods to address the availability of manpower to the Force. These include the incorporation of the Special Constables into the regular Force and the better utilisation of Island Constables. A policy of civilianisation, which allows for the return of many former officers to substantive police duties, will also be pursued.

1.4 Further intensify community policing and the empowerment of communities. New police stations and outposts will be built in strategic locations and the formation of community watch groups and other groups will be further encouraged.

1.5 Create an Integrated Justice System in which the areas of law enforcement, Courts and Penal Institutions are functionally connected, inter alia, through greater sharing of information and a coordinated approach to ensure law and order.

1.6 Enhance cooperation and integration on policing in the region.

**Objective 1.3**

## To Reduce the Incidence and Prevalence of Crime and Violent Crime In Particular.

**Explanation:**

The ability to be and feel safe is of paramount importance to the continued development of the nation. Crime impacts the locals and visitors alike and if not kept in check the reputation and prosperity of the island may be damaged.

**Strategies:**

1.1 Increase awareness that what is required is a holistic approach involving economic and social policy initiatives, which result in a reduction in the level of poverty, better education initiatives and more effective interaction between law enforcement and the community in order to eliminate crime.

1.2 Create initiatives to develop a more responsive and mobile police force capable of responding to and preventing crime.

1.3 Develop crime prevention awareness programmes.

1.4 Develop programmes of direct intervention in collaboration with stakeholders including, the National Council on Substance Abuse, schools and the prison. This includes early intervention programmes among children and families at risk.

1.5 Expand special initiatives to curb indiscipline on the roads of Barbados, particularly, in the operation of public service vehicles. These include increased use of light motorcycle patrols in areas with heavy traffic, in addition to collaborative and interagency efforts between the courts, police and licensing authority.

1.6 Develop the research capacity in the area of law enforcement through continued collaboration with regional and international law enforcement agencies, as well as, research efforts on the part of the Task Force on Crime Prevention to better inform strategies against crime.

1.7 Reform the Penal system to harmonise the application of punishment for crime (sentencing), to make the law a greater deterrent to crime, ensure rehabilitation and to prevent recidivism (repeat crime).

1.8 Enact Parole Legislation.

**Objective 1.4**

## To Arrest the Growth of the Illegal Drug Culture, Illegal Drug Trafficking and Abuse.

**Explanation:**

The fight against illegal drugs is particularly challenging since Barbados is now used as a transhipment point for drugs between producing and consuming nations. When this is combined with the growing local demand for drugs this poses perhaps the most serious threat to maintaining law and order, the social structure and stability of the island.

**Strategies:**

1.1 Increase public awareness and public education.

1.2 Expansion of integrated demand reduction programmes.

1.3 Improve detection capabilities for the law enforcement agencies.

1.4 Enhance information and intelligence sharing and gathering through regional and international cooperation.

1.5 Provide assistance to the National Drug Commission (NCSA) and to relevant government agencies and the private sector in the provision of facilities for the rehabilitation of drug addicts.

1.6 Constant review and updating of anti-drug legislation.

1.7 Increase collaborative and coordinated efforts by the Royal Barbados Police Force in concert with the Coast Guard and Customs Department, the National Council on Substance Abuse and the Court System.

1.8 Ensure that our commitments to the agreements reached at the Special Session of the United Nations General Assembly on Drugs are honoured, in addition, to the continued implementation of the Barbados Plan of Action, the Anti-Drugs Hemispheric Strategy and the Bridgetown Accord, the OAS' Multi-Lateral Evaluation Mechanism (MEM) and the Barbados National Anti-Drug Plan (2005 – 2010).

**Objective 1.5**

## To Adequately Outfit and Modernise the Agencies Responsible for Law and Order.

**Explanation:**

There is a major challenge of ensuring that the agencies responsible for law and order are provided with adequate resources, both human and otherwise. There is a particular need for adequately trained and professional staff in these agencies, as well as for the acquisition of the appropriate technologies.

**Strategies:**

1.1 Strengthen the Office of the Attorney General in an effort to improve the co-ordination and management of the agencies of law and order under its portfolio and to improve its ability to undertake research and forward planning.

1.2 Enhance and strengthen the management and human resource capacity of the Police Force. New initiatives will be utilised to enhance the manpower resources through enhanced recruitment programmes, and initiatives to buttress the existing manpower resources.

1.3 Build and strengthen the capacity of all other agencies involved in dispensing justice. This will be facilitated by hiring persons at the appropriate levels with the appropriate skills and through comprehensive training initiatives.

1.4 Maximise the use of contemporary and relevant technology in all agencies and departments and improve connectivity and collaborative efforts.

1.5 Develop and modernise, where necessary, the infrastructure and facilities available to institutions of law and order.

1.6 Bring all Penal Institutions under a new regime by creation of a new Department of Corrections that will integrate the Prisons, Probation Department and the Government Industrial School.

1.7 Institutional and philosophical revamping of the Government Industrial Schools bringing it under a new regime with reduce emphasis on custody and punishment and embracing a rehabilitative and therapeutic model.

1.8 Construct new and modern prison facilities for the custody of mixed levels of security categories.

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