

Global Excellence Barbadian Traditions

The National Strategic Plan
of Barbados 2006 - 2025

Global Excellence • Barbadian Traditions

The National Strategic Plan of Barbados 2006 - 2025



*WE CAN!
WE MUST!
WE WILL!*

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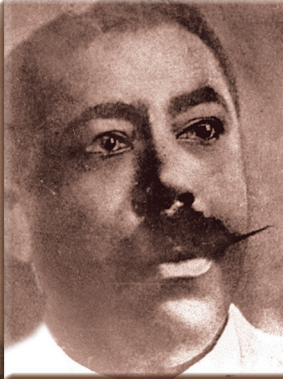





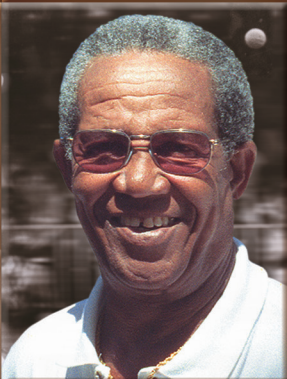
THE NATIONAL ANTHEM

*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.*

National Heroes of Barbados

| | | | |
|---|---|---|--|
|  |  |  |  |
| Rt. Excellent Bussa | Rt. Excellent Sarah Ann Gill | Rt. Excellent Samuel Jackman Prescod | Rt. Excellent Dr. Charles Duncan O'Neal |
|  |  |  |  |
| Rt. Excellent Clement Payne | Rt. Excellent Sir Grantley Herbert Adams | Rt. Excellent Sir Hugh Worrell Springer | Rt. Excellent Sir Frank Walcott |
|  |  | <p><i>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?</i></p> | |
| Rt. Excellent Errol Walton Barrow | Rt. Excellent Sir Garfield St. Auburn Sobers | | |



Global Excellence

Barbadian Traditions

The National Strategic Plan of Barbados 2006 - 2025

Research and Planning Unit
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FOREWORD



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

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 2006-2025**, 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. Forty 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”: **Building a Green Economy – 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

**MESSAGE BY THE DEPUTY PRIME MINISTER AND
MINISTER OF ECONOMIC AFFAIRS AND DEVELOPMENT**



The Hon. Mia Amor Mottley
Deputy Prime Minister and
Minister of Economic Affairs
and Development

We, the people of Barbados, have enjoyed forty years of independence. During those years we have matured and developed to such an extent that our small country is now ranked foremost among the developing countries of the world.

The United Nations Development Programme (UNDP), in its annual reports, has consistently placed Barbados top of the developing countries in its Human Development Index (HDI); the World Economic Forum, in its Global Competitiveness Index, has placed Barbados at number thirty-one (31) in the world only behind United States, Canada and Chile in the Western Hemisphere; Transparency International has rated Barbados as one of those countries freest from corruption in the entire world; and Life magazine has identified Barbados as among the one hundred places to see in your lifetime.

The first generation of independence has done us proud.

No sooner had we won universal adult suffrage in 1950, the Government of Barbados set about planning for the much needed changes in our society. These development plans have yielded beneficial results over the years. But the world in which we live today, as well as the growth of our own private sector and civil society, requires Government to recognize the vital importance of including our social partners in the economic and social planning process.

Today, international economic liberalisation is making the task of maintaining macroeconomic stability more challenging for small economies like ours. The cultural penetration that goes along with globalisation is impacting negatively on aspects of the behaviour of our people. World environmental developments, particularly global warming, have led to more frequent and stronger hurricanes and rising sea levels, posing a threat to our tourism which depends heavily on our beaches.

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 expanding the world's wealth and lifting all mankind to a new level of prosperity, or tearing apart the social and economic fabric of nations.

Accordingly, the Government, in consultation with the citizens, has decided to shift from the traditional five-year development plan to a long-term strategic plan which projects a vision of the society we aspire to be in 2025 and identifies the goals and strategies necessary to achieve that vision.

As a consequence, this Plan has benefited from amendments arising from a full engagement with the Social Partners; and wide ranging consultations across civil society as recent as the National Consultation on Societal Issues in late November of 2006.

The National Strategic Plan of Barbados 2006-2025, without doubt, will be the main planning framework by which we go forward in the next twenty years. It affords all Barbadians a unique opportunity to participate meaningfully in the shaping of the future of our country. The vision of the National Strategic Plan is for Barbados to become a “fully developed society that is prosperous, socially just and globally competitive”. This vision is supported by six broad strategic goals which recognise the major challenges that Barbados face at the present time. These are:

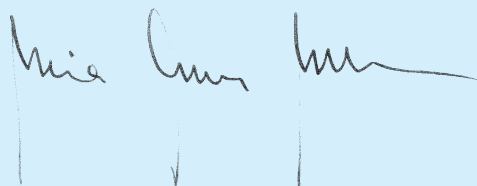
- unleashing the full potential of its people and securing the wholehearted commitment of all generations, classes and races in building a prosperous and peaceful Barbados
- repositioning Barbados competitively, in a way that preserves our Barbadian identity in the new global environment
- securing our environmental future by building a green economy.

We must therefore engage in a great transformation of our society that **places people at the centre of the development process**. In so doing, we have to unlock the tremendous potential within ourselves.

Let the continued pursuit of a stable political and economic climate, rooted in a strong commitment to social justice, be the enduring legacy of successive generations.

On the Fortieth Anniversary of Independence, the future is ours to grasp – each and every one of us.

Let us reach for global excellence but let it be anchored always in the best of Barbadian traditions!



The Hon. Mia Amor Mottley
Deputy Prime Minister and
Minister of Economic Affairs and Development

**MESSAGE BY THE RT. EXCELLENT
SIR GARFIELD ST. AUBURN SOBERS – National Hero**



The Rt. Excellent Sir Garfield
St. Auburn Sobers - National
Hero

The occasion of the launch of the National Strategic Plan 2006-2025 gives me the opportunity, first, to congratulate the people of Barbados on the attainment of our 40th Anniversary of Independence. It is an achievement which has come through the foresight of our ancestors who dared to dream and who, after dreaming, were able to concentrate on the task at hand so as to place us in the position we now hold.

It must have been a monumental task for them to have succeeded in laying the foundation for what we now accept as the norm, for even in my youth it was obvious that life was not a bed of roses. Wages were very low and it was not unheard of for entire families to have to subsist on mere shillings per week, even with mother and father working. It was no different in the sporting arena where the most lucrative cricket contracts in England paid meagre wages.

Barbados has come a long way these past forty years: the occasional donkey cart in every village has now given way to an automobile in almost every household, and today every child in Barbados has unlimited access to education – from primary to tertiary level where in a few years it is possible that every household in Barbados will boast a university graduate. Jobs are available to almost every one who wants to work, and the economy has gone from sugar cane and working in the blazing sun, to countless other options ranging from non-sugar agriculture, science and technology, tourism and, especially sports.

West Indies performance in the 1960's – when we became World Champions by defeating India, England and Australia – brought immense pride to West Indian people, particularly those living in England and those who had experienced severe pressures in their day-to-day living conditions. This was at the time when Barbados and other Caribbean countries started on the road to full nationhood. It was also a time when Barbados was good enough to have nine members on a West Indies cricket team.

Today, when we look at the New Kensington Oval and the various other community sports facilities we see the continued development of our country and of the Caribbean. The World Cup of Cricket will be the biggest single event ever to come to the shores of the Caribbean and I would wish to congratulate those responsible for negotiating to have the finals staged in Barbados.

Therefore, I encourage every young citizen of Barbados and indeed of the wider Caribbean to take advantage of this great opportunity for success. There was once a time when only some of our people could

expect a bright future. Fortunately, changes have been engineered in our structures to allow our young people to reach for the stars, to dream dreams, to think big and to work to achieve the maximum benefits which Barbados now offers.

I encourage those who are academically gifted, those who are inclined to work with their hands, or those who are good at sports of any kind to work hard; for success is now very possible in each of the above areas of endeavour. I encourage the application of discipline and hard work to achieve your dreams in whichever category so that in time to come your children will salute you as I salute my elders for their achievements.



G. St. A. Sobers, OCC
National Hero of Barbados

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The Ministry of Economic Affairs and Development is grateful to the Coalition of Trade Unions and Staff Associations of Barbados, led by Sir Roy Trotman; the Private Sector Association, led by Mr. Chris De Caires and Mr. Ben Arrinndel; the Non-Governmental Organisations; and Permanent Secretaries and Staff of Government Ministries and Departments, Statutory Bodies and Agencies, who gave very valuable assistance to the preparation of the **National Strategic Plan of Barbados 2006-2025: Global Excellence, Barbadian Traditions**.

The Ministry of Economic Affairs and Development expresses special thanks to the Working Group on Strategic Planning who produced the “Vision Statement and Broad Strategy – Barbados 2021 and Beyond: Global Excellence, Barbadian Traditions” in 2003. This Group fashioned Barbados’ vision for 2025 and identified key strategic goals and initiatives that should be pursued. Its work therefore constituted the foundation on which this Plan was formulated. This Working Group was chaired by the Hon. Reginald Farley and comprised the following persons: the Hon. Mia Amor Mottley, the Hon. Dame Billie Miller, the Hon. Noel Lynch, Senator the Hon. Tyrone Barker, Professors Hilary Beckles and Gordon Drapier, Dr. Peter Laurie, Mr. Darcy Boyce and Ms. Teresa Marshall.

The Ministry also conveys its gratitude to the Sub-Committee of Cabinet which reviewed the “Vision Statement and Broad Strategy – Barbados 2021 and Beyond: Global Excellence, Barbadian Traditions”. This Sub-Committee was chaired by the Hon. Elizabeth Thompson and included the Hon. Dale Marshall, Senator the Hon. Erskine Griffith and Senator the Hon. Lynette Eastmond.

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The National Consultation on Societal Issues, November 27, 2006 contributed invaluable to the refinement of the social dimension of the Plan.

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

TABLE OF CONTENTS

| | |
|---|------------|
| EXECUTIVE SUMMARY | 1 |
| I. ECONOMIC AND SOCIAL OVERVIEW | 4 |
| II. ANALYSIS OF OUR PLACE IN THE WORLD..... | 10 |
| III. THE THEME | 19 |
| IV. CORE VALUES | 20 |
| V. THE VISION | 24 |
| VI. STRATEGIC GOALS | 26 |
| GOAL ONE: <i>"INSPIRED, EXULTING, FREE":</i> UNLEASHING THE SPIRIT OF THE NATION..... | 28 |
| GOAL TWO: <i>"FIRM CRAFTSMEN OF OUR FATE":</i> NEW GOVERNANCE FOR NEW TIMES | 30 |
| GOAL THREE: <i>"STRENGTH AND UNITY":</i> BUILDING SOCIAL CAPITAL | 32 |
| GOAL FOUR: <i>"THESE FIELDS AND HILLS":</i> BUILDING A GREEN ECONOMY – STRENGTHENING THE PHYSICAL INFRASTRUCTURE AND PRESERVING THE ENVIRONMENT | 35 |
| GOAL FIVE: <i>"UPWARD AND ONWARD":</i> ENHANCING BARBADOS' PROSPERITY AND COMPETITIVENESS..... | 37 |
| GOAL SIX: <i>"STRICT GUARDIANS OF OUR HERITAGE":</i> BRANDING BARBADOS GLOBALLY | 39 |
| VII. NATIONAL OBJECTIVES, STRATEGIES AND TARGETS..... | 40 |
| VIII. FINANCIAL RESOURCES | 107 |
| IX. IMPLEMENTATION | 108 |
| X. PLANNING MATRIX | 109 |
| APPENDIX: SECTORAL OBJECTIVES AND STRATEGIES | 166 |

EXECUTIVE SUMMARY

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

The National Strategic Plan of Barbados 2006–2025: 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 thirteen years, shows a Barbados that has achieved remarkable economic and social progress. One defining indicator of this performance is its 30th ranking among all countries in the world in the **United Nations Human Development Report 2005** 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 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 visualises 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

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

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, community and societal values. It calls for a firm commitment to developing the institutional framework and facilitating those aspects of social interaction that 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, access to adequate housing, recreation and sports, and the eradication of poverty from our social landscape will be part of this social transformation. Further, remaining barriers to participation in society must be dismantled in order to ensure the full and vibrant contribution of young people, the aged, Persons With Disabilities, and men and women equally in the building of the 21st century Barbados.

GOAL FOUR advances the building of a green economy. This 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.

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 and social 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

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

a planning matrix at Section X that summarizes 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 of Barbados 2006-2025 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 Economic Affairs and Development will work with Government Ministries, Departments and Statutory Bodies, the private sector, labour and civil society to prepare the detailed sectoral plans.

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. Its first task will be to prepare an Operational Plan. The National Economic Council and the Social Council, with expanded membership, will provide the overall oversight and guidance. **There shall be a Report laid in Parliament every two years in November, to give account of the progress toward the attainment of the strategic goals herein.**

The formulation of the National Strategic Plan has benefited from the collective effort of the public sector, private sector, labour and civil society and the entire Barbadian community. In 2003, a Working Group on Strategic Planning fashioned the vision and identified key strategic goals and initiatives that should be pursued.

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, civil society and the general public contributed to the finalisation of the Plan through town hall meetings, special sessions and oral and written presentations.

The National Consultation on Societal Issues, November 27, 2006 contributed invaluable to the refinement of the social dimension of the Plan.

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 2005**, which ranked Barbados 30th among 175 developed and developing states as well as a leading developing country. This achievement has been supported by a political environment characterised 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 2005 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 characterised 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 2005 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 2005 to reach an estimated level of 3.8%. There was a steady decline in the rate of unemployment, falling from 24.3% in 1993 to 9.7% in December 2005. The rate of inflation was relatively low and stable, averaging 2.4% for the period.

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

The fiscal deficit, as a percentage of GDP, averaged 3.1% . 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 averaged 3.3% and 14.5% respectively.

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 2005. 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 22.4 weeks by the end of 2005. This performance was reflective of an expansion in export receipts and an increase in foreign borrowings towards the end of the period.

The national debt, which was \$2.4 billion at the start of the period, grew steadily to \$4.9 billion by the end of the period. However, the external debt service ratio averaged 8.3% over this review period.

The leading indicators of Barbados' economic performance are presented in **Table 1.1 (See page 8)**.

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

- A 99.7% literacy rate
- A life expectancy of 74.9 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 9)**.

The impressive economic and social performance from 1993 to 2005 was achieved against the backdrop of an inhospitable and competitive external environment.

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 2005 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 establishment of the World Trade Organisation (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 United States 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:



CARICOM

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

- The wars in Afghanistan and 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
- International terrorism and
- New and re-emerging diseases – Severe Acute Respiratory Syndrome (SARS), Bird Flu, Pandemic Flu and Tuberculosis.

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.

In response, Caribbean governments took 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 (CSME) and in January 2006, six countries – Barbados, Jamaica, Trinidad and Tobago, Guyana, Suriname and Belize, signified their intention to be fully compliant and became signatory to the Caribbean Single Market. The remaining six countries namely St. Lucia, St. Vincent, Grenada, Dominica, Antigua and Barbuda, and St. Kitts and Nevis, became signatories in July, 2006.

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 - 2005)

| (% change unless otherwise stated) | 1993 | 1994 | 1995 | 1996 | 1997 | 1998 | 1999 | 2000 | 2001 | 2002 | 2003 | 2004 | 2005 |
|------------------------------------|-------|-------|-------|-------|-------|-------|-------|-------|--------|--------|--------|--------|--------|
| 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 | 18.4 |
| 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 | 3.8 |
| 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 | -0.4 |
| 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 | -2.2 |
| 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 | 3.5 |
| 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 | -3.0 |
| 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 | 11.3 |
| 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 | 5.8 |
| 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 | 6.1 |
| 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 | 9.7 |
| 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 | -3.1 |
| 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 | 33.0 |
| 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 | 37.2 |
| 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 | 23.8 |
| 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 | 11.2 |
| 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 | 12.7 |
| 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 | -12.0 |
| 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 | 11.3 |
| 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 | 21.4 |
| External National Debt | 31.7 | 29.5 | 25.7 | 23.2 | 20.7 | 18.7 | 19.3 | 23.9 | 30.4 | 30.1 | 27.9 | 25.1 | 29.2 |
| (% of GDP) | | | | | | | | | | | | | |
| 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 | 6.7 |
| Central Government Debt | 70.2 | 71.5 | 66.4 | 67.5 | 62.4 | 59.5 | 58.7 | 63.2 | 72.5 | 78.7 | 76.4 | 74.2 | 80.2 |
| (% of GDP) | | | | | | | | | | | | | |
| Net International Reserves | 139.4 | 257.6 | 340.6 | 513.8 | 549.9 | 538.8 | 612.6 | 968.6 | 1413.7 | 1366.3 | 1503.3 | 1189.1 | 1238.5 |
| (millions) | | | | | | | | | | | | | |
| Import Reserve Cover | 7.4 | 11.6 | 11.8 | 15.2 | 13.7 | 12.7 | 13.6 | 22.2 | 36.7 | 35.6 | 35.2 | 23.7 | 22.4 |
| (weeks) | | | | | | | | | | | | | |

Source: Central Bank of Barbados

TABLE 1.2: Selected Social Indicators For Barbados (1993 - 2005)

| (% change unless otherwise stated) | 1993 | 1994 | 1995 | 1996 | 1997 | 1998 | 1999 | 2000 | 2001 | 2002 | 2003 | 2004 | 2005 |
|---|------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| Ranking on the UNDP Human Development Index (HDI) | n.a | n.a | 27 | 25 | 25 | 24 | 29 | 30 | 31 | 29 | 27 | 29 | 30 |
| 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 | 99.7 |
| 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 | 100.7 | 100.0 |
| Secondary | n.a | 102.1 | 99.6 | 100.2 | 100.3 | 99.9 | 99.8 | 99.3 | 100.0 | 102.6 | 101.6 | 107.4 | 103.0 |
| 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 | 74.9 |
| 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 | 12.6 |
| 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 | 8.3 |
| Maternal Mortality Ratio | 0 | 0 | 0 | 0 | 0.5 | 0 | 0 | 0.8 | 0.2 | 0.3 | 0.5 | n.a | 0 |
| HIV/AIDS Deaths | 70 | 91 | 112 | 94 | 103 | 114 | 106 | 80 | 95 | 60 | 40 | 11 | 9 |
| Environmental Sustainability | | | | | | | | | | | | | |
| Access to safe drinking water | 100 | 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 - 2005)

II. ANALYSIS OF OUR PLACE IN THE WORLD



*Barbados
has earned
its place
in the world
as a
premier
Small
Island
Developing
State.*

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 2006 to 2025.

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 273,400, making it one of the most densely populated countries in the western hemisphere. The island has no known 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\$8,900 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 Organisation (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). These States have given further practical expression to the

A very high level of social cohesiveness characterises the island's population.

integration movement by signing the CARICOM Agreement on Social Security (1996), and the CARICOM Charter on Civil Society (1997).

By amending the Treaty which established CARICOM, regional States have taken further steps to engineer a CARICOM Single Market and Economy (CSME) by providing the necessary legal and institutional basis for a single market as well as a single economy. By the end of 2006, twelve members of CARICOM signalled their readiness to participate in the CSME by signing the declaration to inaugurate the CARICOM Single Market (CSM), with a further commitment to a Single Economy by 2008.

This confirms the importance that CARICOM States attach to regional integration as a strategy for their development and smooth insertion into the global economic system. This development agenda is being undertaken under the leadership of Barbados, through its Prime Minister, the Right Honourable Owen Arthur, who has been given responsibility for guiding the implementation of the CSME.

At the international level, Barbados has, for over a decade, performed considerably well as indicated by many of the international indices which measure sound progress and development. The UNDP Human Development Index ranks the island 30th in the world; the Global Competitiveness Index compiled by the World Economic Forum places Barbados 31st in the world; while the country is judged by Transparency International to be the least corrupt in the Caribbean and among the least corrupt in the world. These indices reflect the very high standing that Barbados has achieved in the international arena.

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

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 99.7 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 Persons With Disabilities.
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 and a reasonably equitable distribution of income. In mid-2004, Barbados achieved its highest credit rating of AA- by Standard and Poor's Credit Rating Agency. At the end of 2005 this rating remained strong at BBB-.
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

The CSME will offer Barbados an enlarged and favourable market in which to sell its goods and services.

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. **The CARICOM Single Market and Economy (CSME):** The CSME will offer Barbados an enlarged and favourable market in which to sell its goods and services. It will provide a framework for the enhancement of the volume, range and competitiveness of Barbados' goods and services and create expanded opportunities for Barbadian labour. Further, the CSME, through its enhanced external co-ordination, will provide Barbados with greater bargaining power when negotiating at the international level.
3. **Increased access to investment resources:** Globalisation and liberalisation of trade and finance provide new and increased access to both portfolio and foreign direct investment.
4. **Strengthening of intersectoral linkages:** Domestic sectors can strengthen their productive capacities through intersectoral linkages.
5. **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.

This large overseas Barbadian community constitutes a source of great opportunities...

6. **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.
7. **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.
8. **Business innovation:** The increasing diversity of market requirements presents new opportunities for business innovation and an expansion in production capacity.
9. **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.
10. **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.
11. **Barbadian Diaspora:** Thousands of Barbadians are living across the globe, the majority of them in the United States, Canada, and the United Kingdom. This large overseas Barbadian community constitutes a source of great opportunities for Barbados' development through remittances, investments and expertise and the purchasing of goods and services. Moreover, the Diaspora can be utilized to articulate and promote Barbados' interests abroad. It can also contribute to the marketing of Barbados globally.

- Barbados exercises sovereign rights over areas of ocean and sea hundreds of times greater than its land territory.*
12. **Hosting of World Class Sporting and Cultural Events:** The hosting of a number of world class sporting and cultural events such as the finals of the Cricket World Cup 2007, the World Golf Championship 2006 and Miss Universe, presents a great opportunity for Barbados to enhance and showcase its image as a premier tourist destination as well as an internationally renowned centre for service excellence. The global advertising offered by such events is priceless and will help to promote Barbados as one of the best places to invest, visit, live and enjoy. The hosting of these events will increase the country's national income and long-term economic development prospects.
 13. **Ocean resources:** Barbados exercises sovereign rights over areas of ocean and sea hundreds of times greater than its land territory. These rights extend also to the natural resources within this maritime space. Fisheries have long provided and will continue to provide Barbadians with an important indigenous source of protein as well as valuable export products. Non-living resources such as hydrocarbons, for which exploration is presently ongoing, may well in the short to medium-term provide Barbados with significant energy resources. This would considerably lessen its dependency on external sources for energy products. Various kinds of minerals found in the seabed may also prove to be valuable resources in the future.

WEAKNESSES AND THREATS

WEAKNESSES

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

Our small size has made it difficult to realise economies of scale and scope...

- (e) High cost of infrastructural services relative to the population and the tax base and
- (f) High degree of exposure to external economic shocks.
- 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.
- 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, waterworks 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 workforce will be required to support an increasing number of retired persons. Our ageing population therefore makes for a large dependency ratio.

THREATS

Cultural penetration constitutes one of the most severe threats confronting Barbados.

1. **Cultural penetration:** Cultural penetration constitutes one of the most severe threats confronting Barbados. The deluge and dominance of external culture are bringing about an erosion of our core values and a competing lifestyle which is undermining our national identity. Undesirable social behaviour is being set in full motion. Habits of materialism, rising crime, disrespect for the rule of law, refusal to maintain healthy lifestyles and the weakening of national social capital formation, are taking root while habits of productivity and enterprise are being diminished. This cultural penetration has the potential to bring about considerable social instability and eventual social disintegration.
2. **Global degradation of the environment:** Global climate is becoming increasingly warmer as a result of greenhouse gas emissions. This climate change will generate, among other things, more frequent and stronger hurricanes and warmer sea temperatures. Barbados, because it is an island and located in a hurricane zone, will therefore be more exposed to physical destruction by hurricanes and decimation of coral reefs and higher sea levels caused by the warmer sea temperatures. Indeed, Barbados' entire coastal economy, particularly its vital tourism component, stands in great danger.
3. **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 sector. Furthermore, we are witnessing the replacement of the global development agenda with an emphasis on the security agenda which is focused on combating terrorism. This means that the resources which ought to be directed towards development are now being diverted towards global security.

*HIV/AIDS,
diabetes,
hypertension
and
cancer...
pose a
serious
challenge
to the
development
of social
capital...*

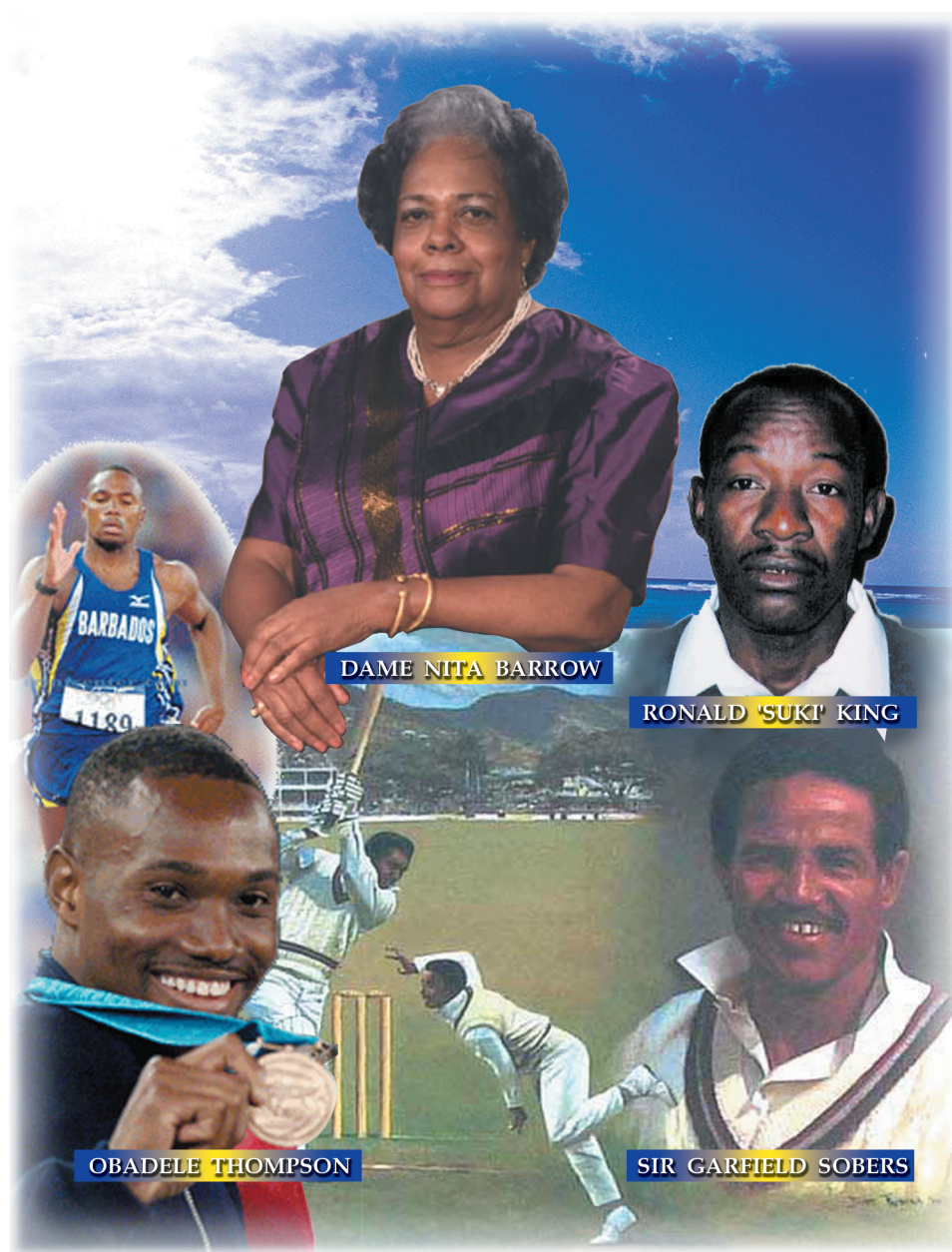
4. **HIV/AIDS, chronic non-communicable diseases, rising crime and drug abuse:** HIV/ AIDS, diabetes, hypertension and cancer are undoubtedly the most critical health issues facing Barbados. These diseases pose serious threats to our way of life as the majority of persons affected are young people who constitute the most productive element of our element society. These pose a serious challenge to the development of social capital, the linchpin of further economic growth. Consequently, these diseases can hinder productivity growth, national savings and investment. When this is combined with increasing crime, particularly related to illegal drugs, law and order as well as the stability of the social fabric itself are under severe threat.
5. **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.
6. **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.

The foregoing analysis has substantially 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

As the 21st century unfolds, we are living through a period of unprecedented rapid change; a time of ceaseless turmoil driven by the explosion in information technology. Instantaneous electronic communication is eroding national borders and shrinking distance and time.

This digital revolution is transforming radically how we live, work and play. Its impact on human society is probably greater than Gutenberg's invention of printing.

This incessant change, and the multiple demands it makes on us, results in a choking sense of complexity about everyday life, leaving many people disoriented and overwhelmed.

Moreover, this unbridled, accelerated change, coupled with the growing culture of disposable technology, can overwhelm us socially and psychologically, eroding the traditional values that have sustained individuals, families and communities.

As a consequence of this rapid change, many young people today tend to have limited horizons and short term goals. The human relationships that traditionally sustained us in the face of change are now themselves seen as transient, thus putting us in a double bind.

The social consequences of this new reality are already evident in Barbadian society. There is growing unfettered individualism with excessive emphasis on individual choices, freedoms and interests. This obsession with the importance of individual interests at the expense of the common good has already resulted in the decay of the moral integrity of our communities and the strong traditions of social solidarity. Moreover, social conflict is increasing, resulting in an erosion of social consensus and the further loss of shared values.

Forty years after independence, Barbados has benefited immensely from its traditions of shared values, ideas and norms. That foundation provided a common path for our acclaimed progress. However, this foundation is now cracking under the assault of unprecedented change. Barbados is witnessing a breakdown in social trust, its social capital and its inter-generational relationship network. Material possession and enjoyment are being pursued at the expense of moral or spiritual values. Such a situation is untenable.

If Barbados is to retain what we as a nation have held dear, and which has served us well over the years, we must make sure we continue to have a solid foundation of spiritual and ethical values upon which to build up our country.

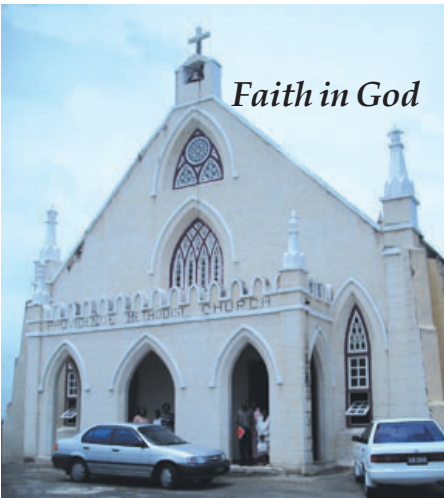
Yet we cannot simply put the clock back any more than we can put the technological genie back in the bottle. It is futile to seek to bring back and impose the 'old time' customs and ways. We cannot ban cell phones, television, video games, styles of dress or modern music in the hope that the young people will revert to the lifestyles of previous generations. Nor can we bring back the extended family. We have to work with what we have.

We face an extraordinary challenge today. Our mission is to re-discover those core values that nourished previous generations, but are now buried beneath new social forms. Human values, after all, are eternal and universal, though manifested in differing cultural ways. These values would, in the normal course of events, naturally emerge in time. But we do not have the luxury of time. The State must therefore act as a catalyst in bringing these core values to the fore. With the leadership of the churches, NGOs and the young people especially, we must re-energise these values and infuse our society with them through new policies and programmes adapted to the changed social landscape.

It must be stated that our abiding **FAITH IN GOD** has been the bed-rock foundation upon which our values have been nurtured across generations.

These core values are:

| | |
|--|------------------------------------|
| <i>Patriotism</i> | |
| <i>Loyalty</i> | |
| <i>Tolerance</i> | |
| <i>Compassion</i> | |
| <i>Empathy</i> | |
| <i>Trustworthiness</i> | |
| <i>Respect (both for self and others)</i> | |
| <i>Industry</i> | <i>Thriftiness</i> |
| <i>Steadfastness</i> | <i>Community Mindedness</i> |
| <i>Discipline</i> | <i>Fairness</i> |
| <i>Resourcefulness</i> | <i>Adaptability</i> |
| <i>Self-reliance</i> | <i>Resilience</i> |



These core values provide an essential ethical framework for creating the Barbadian society we envision. They exemplify the best of the Barbadian identity; they have done us proud in the past and will continue to do so in the future. All of them are anchored, in one way or another, in our national anthem. They also represent principles and standards of behaviour, as have been and are still practised in Barbados and which have strengthened our **commitment to family, to learning, to excellence, and to the building of a strong and unified Barbados.**

As we seek to re-invigorate these traditional values that have served us well, we must do so in a manner that fosters the development of those traits that are essential to taking Barbados forward over the next twenty years.

A climate of confidence must be cultivated that allows Barbadians to be **more open-minded, innovative, creative, entrepreneurial in outlook, and which encourages us to be more technologically agile but yet ecologically sensitive.**

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 re-invigorated 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 society that co-exists in harmony with a beautiful, safe, clean, healthy and sustainable environment and physical infrastructure, whose people enjoy good health and high life expectancy and who are committed to the building of a green economy.
- 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 three 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
- Securing our environmental future by building a green 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.

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.

We must build a green economy.

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

*A bright
and
realisable
future
beckons us.*

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":
*Building a Green Economy --
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.



**GOAL ONE: “Inspired, exulting, free”:
*Unleashing the Spirit of the Nation.***

The people of Barbados have a history forged in the crucible of the Caribbean against the great historical sweep of the forces of conquest, genocide, slavery, exile, and indenture. A history typified by courage, resilience, self-reliance and adaptability. These traits have led to the creation of a unique culture that has shaped the development of Barbadian society.

A memorable event in the moulding of our society was constitutional independence from Britain in 1966. But independence for Barbados was not merely a break from our colonial past; it was also a cultural affirmation that we Barbadians were ready to stand on our own. Independence galvanised Barbadian culture, releasing a torrent of artistic and intellectual creativity which had for so many years been suppressed. We were proud to be Bajan. And we showed it in all spheres.

*... if we stop
knowing
who we are
then we will
cease to
believe in
ourselves.*

The result of our pride in nationhood and the unfettered expression of our culture has been the rapid transformation of Barbados into a successful services economy with the greatest levels of human development in the region.

We cannot and must not, however, take our achievements for granted. The powerful changes unleashed by the forces of globalisation and economic liberalisation are having a corrosive effect on Barbadians, particularly the generations who did not directly experience Independence. Younger Barbadians increasingly accept as their due the material prosperity we have attained without making the link between the creation of wealth and the cultural mindset that necessarily underlies it. We are in danger of forgetting that it is not material resources that have propelled us to our present levels of prosperity, but the cultural and spiritual values which inspired striving for excellence in past generations.

While we should all enjoy our enhanced quality of life, we must not as a people lose our sense of identity. For if we stop knowing who we are then we will cease to believe in ourselves.

If that happens we will lose our confidence; we will look to others to do things for us; we will become risk-averse; we will cease to aspire to be the best we can be and to do the best we can. Those intangible qualities that have brought us so much success will vanish and our society will be in danger of collapsing into mediocrity.

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

We have therefore arrived at a new phase of our development as a nation. We must now rise to the challenge of re-energising our society if we are to maintain our success. Now is the time to re-double our efforts by anchoring a state of positive cultural development in each Barbadian. We have reached another defining moment since Independence in 1966, a time for mental emancipation.

We are called upon to embark on another transformation of our society that will reinforce Barbadian values, re-kindle our national self-confidence and release a new tidal wave of Barbadian creativity and productivity.

Success in the new global economy will also require us to transcend the adverse legacies of colonial dependency. 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. It is time to move on.

We have to make a renewed effort at forging a cohesive, self-reliant society that goes beyond the constraints of race, class and generation. We have to create greater equity and social justice, and build a truly inclusive society of genuine opportunity for all; a society in which individuals guard their rights zealously and accept their responsibilities eagerly.

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.*

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

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.

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 protecting our nation; 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.

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

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. 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.*

*...Barbados
has been
and still
is known for
its warm and
friendly
people,
political
and social
stability,
respect for
the rule
of law...*

A fully developed society cannot be achieved solely on the basis of the enhancement of a country's material resources. Human resources are equally or even more important. Attention must therefore be given to the development of equity, social justice, trust, and respect for the rule of law. For these shared values enable people to build community, an essential basis of social capital.

Development theorists have highlighted the strong correlation between the development of social capital and lower rates of crime, better health, higher educational achievement and, indeed, stronger economic growth.

Barbados has been diligent in its attempts to ensure that its social development was not neglected over the years. In fact, significant effort was expended in developing the social sectors which, in turn, has led to Barbados' relatively high standard of living and its comprehensive social institutions and social infrastructure. This effort also contributed immensely to the country's social capital development since Barbados has been and still is known for its warm and friendly people, political and social stability, respect for the rule of law, high level of inclusiveness and tolerance, and respect for the dignity of others.

In recent times however, it would be fair to say that there have been signs of the fraying of social capital in Barbados. There is a small but growing segment of the population in which there is a diminished respect for the rule of law and the spirit of community, and an increased penchant for anti-social behaviour. If left unchecked, this behaviour threatens to unravel the very fabric of Barbadian society and indeed to hamper our prospects for growth.



*Community
life is the
bedrock on
which all
societies
develop.*

We must therefore recommit ourselves to strengthening social capital in Barbados. This requires the simultaneous enhancement of the institutions which facilitate social interaction as well as the promotion of equal opportunity for all.

With respect to existing institutions, there must be a continued revolution in the educational system that maximises educational opportunities for all from kindergarten to tertiary level and that engenders appropriate values in the students. The health system must be further developed to ensure greater equity in the provision of health care and to guarantee high quality care for all. Moreover, it is critical that all Barbadians adopt healthy lifestyles.

All our people need to be properly housed. The society must address fairness and equity in the provision of housing as well as deal with those issues including mental illness and poverty which contribute to homelessness. Special emphasis must be placed on poverty since it is now well established that it is multi-faceted. Poverty transcends the physical environment and includes elements such as poverty of spirit which are much more difficult to diagnose and to cure. Barbadians must be emboldened and encouraged so that they can face the future successfully.

Community life is the bedrock on which all societies develop. It is through communities that values of civic virtue and commitment to family are cultivated. Communities must therefore be strengthened and given the opportunity to attain self-empowerment.

Sports empowers individuals and groups to the benefit of the wider society. Sports creates economic growth. Sports also encourages positive behavioural change and creates social cohesion, in addition to allowing individuals to develop their talents and attain excellence in their chosen fields.

A small country must use all the talents of its people. No one must be left behind; none marginalised; each has a part to play in transforming Barbados into a fully developed society. With this in mind, equal opportunity for participation in all aspects of Barbadian society must be afforded to the young people who are recognised as the country's most precious, yet fragile, asset.

Equally important is the recognition of the contribution that the aged can make as a repository of wisdom, skills and experience. This repository, if fully utilised, will greatly assist in building the future Barbados. The interaction of this group with the young through the building of inter-generational bridges is an invaluable ingredient in ensuring continued and enduring values and traditions.

*All forms
of dis-
crimination
and stigma
based on age,
gender,
religion,
disability
and race
must be
expunged...*

Persons With Disabilities are a segment of our population who must also be allowed to make a full and complete contribution in all spheres of activity. After all, they are persons first.

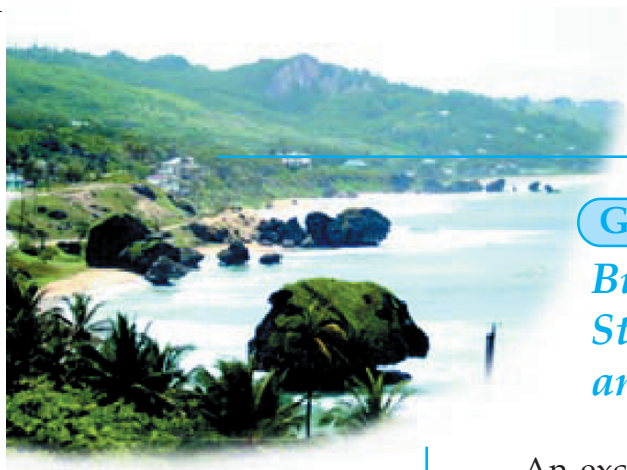
Gender equity and equality must be assured if all Barbadians whether male or female are to be full participants in nationhood.

All forms of discrimination and stigma based on age, gender, religion, disability and race must be expunged from the Barbadian society if we are to truly reap the benefits of a socially just society.

Can we build on the legacy of our forefathers by developing a truly just, tolerant and inclusive society?

We can and we certainly must!

All Barbadians deserve the right to such a legacy!



GOAL FOUR: "These fields and hills":

Building a Green Economy – Strengthening the Physical Infrastructure and Preserving the Environment.

*An exciting
challenge we
all face
today is
building a
Green
Economy in
Barbados.*

An exciting challenge we all face today is building a Green Economy in Barbados. This is both an absolute necessity and a wonderful legacy to the generations of Barbadians yet to come.

The excitement of the challenge is not merely to transform our economy into a more environmentally sustainable one, but to create within a generation the most outstanding example of a green economy in the world.

This means protecting our environment, strengthening our physical infrastructure and transforming our economy from one fuelled by oil to one based on the substantial use of renewable energy.

Barbados is a small island state with limited natural resources and high vulnerability to environmental threats. We are also faced with the rapid depletion of global non-renewable resources. Barbados' future social and economic sustainability will therefore depend heavily on the extent to which we can become a green economy.

Within the country, our main threats are the haphazard use of fertilizers and run-off into the sea, indiscriminate dumping in gullies, poor solid waste disposal and chronic traffic congestion.

Externally, we face global climate changes that are leading to rising sea levels and more frequent and stronger hurricanes. These pose an increased risk not only to the tourism and agricultural sectors of our economy, but also our very way of life.

The escalating depletion of global hydrocarbon energy resources will inevitably result in increased insecurity of supply and rising prices. We therefore have to move to renewable sources of energy as a means of ensuring our future sustainable development and protecting and improving our environment.

In order to build a green economy we will need to put in place a number of policies.

We must facilitate the development of renewable energy resources such as wind, sun, biomass, solid and liquid waste and environmentally friendly forms of fossil-based fuels such as natural gas. We must promote the recycling of our solid and liquid waste. We must protect our coastal waters and coastline and the purity of our water supply and atmosphere. We must also ensure the efficient

*Let us make
it happen.
Let us build
a Green
Economy.*

construction of our roads and infrastructure through best-practice environmental and infrastructural technologies.

Additionally, we must buttress these policies by greater public education and enforcement.

At the same time, we have to engage in enhanced international advocacy to highlight our concerns with global environmental developments, particularly global warming.

All Barbadians – government, businesses, trade unions, churches and all elements of civil society – must work together to ensure that our goal of strengthening our physical infrastructure, preserving our natural environment and changing the energy base of the economy is accomplished.

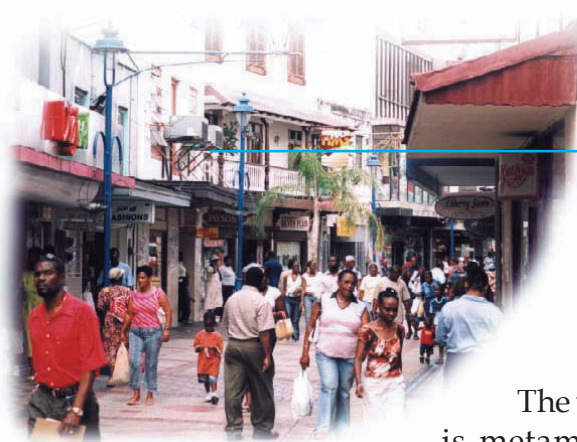
The growth of a green economy will not only help us overcome the threats we face to our environment. It will be of enormous positive benefit.

It will be perfectly consistent with the development of Barbados as a global centre of excellence in high quality services. It will be a powerful tool to help us realize our vision of Barbados as a fully developed society that is prosperous, socially just and globally competitive. And it will enhance immeasurably the quality of life for residents of and visitors to Barbados.

Finally, it will make Barbadians proud to know we are faithful stewards of God's creation.

Let us make it happen! Let us build a Green Economy!





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.

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. We must therefore be in the vanguard of the effort to widen, deepen and accelerate the economic integration of the region; that is, fully establishing the CARICOM Single Market and Economy.

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. This overseas community can contribute immensely to Barbados' realisation of its development aspirations.

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

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

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 must develop the cultural industries as part of the creative economy and as part of the drive to develop the services economy. Because of its rich heritage and talents in the field of culture, Barbados has a comparative advantage in cultural industries and should therefore seek to exploit this advantage to the benefit of the economy by enhancing the production and export of cultural goods and services.

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.*

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

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, commitment to the rule of law 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'.

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, we must "Brand Barbados Globally".

The Barbados Model can capture the global imagination and establish Barbadian leaders as intellectual pioneers. We have a duty to show the world how a small country may 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 in this section. 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.

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.

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

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.
- 1.11 Encourage cultural institutions to promote our cultural heritage by recognising our traditional knowledge bearers and the role they have played to enhance cultural development in the country.
- 1.12 Promote the continuous development and protection of our heritage sites and resources.

*Facilitate ...
the develop-
ment of
cultural
expertise
and culture
as a genuine
career
choice.*

- 1.13 Identify and earmark resources for expanding and upgrading the country's museums, archives and libraries based on an approach that rationalises the present offerings to the greater benefit of the Barbadian people.
- 1.14 Promote deeper private sector involvement and investment in the development and management of heritage sites and resources.
- 1.15 Promote and establish educational programmes and projects in primary and secondary schools, tertiary institutions and throughout society towards educating our young people about their heritage.
- 1.16 Promote and support activities geared towards the protection of our heritage to ensure the connection to our past as well as to fashion how we act in the present and what new efforts we must inculcate to progress into the future.
- 1.17 Continue to promote and support international conventions which provide for the preservation, development and international recognition of cultural heritage and diversity.
- 1.18 Facilitate and promote the development of cultural expertise and culture as a genuine career choice.
- 1.19 Facilitate evidence-based policy development and programme development through expanded research and development.
- 1.20 Use Barbados' cultural heritage to brand Barbados globally.

Targets:

- 1.1 The enactment of the Preservation of Antiquities Act by 2007.
- 1.2 The commemoration of the bicentennial of the abolition of the slave trade in 2007.
- 1.3 Ratification of International Conventions including:-
 - the UNESCO Convention on the Protection and Promotion of the Diversity of Cultural Expressions;
 - the Underwater Cultural Heritage Convention;

- the Convention on the Intangible Cultural Heritage;
- the UNIDROIT Convention on Stolen or Illegally exported Cultural Objects.

- 1.4 The establishment of a slave museum by 2015.
- 1.5 The achievement of international heritage status for Barbados' heritage sites such as, the Barbados Slave Route.
- 1.6 The establishment of university-based programmes on heritage resource management.
- 1.7 Three public awareness seminars each year.

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 civic engagement, social interaction, work, saving and investment, spread the message that quality of life is something that must be earned.
- 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.

*Instil
throughout
our nation
positive
attitudes to
civic
engagement...*

| | | |
|---|-----------------|--|
| <p><i>Develop programmes and strategies that build confidence, encourage goal building and resourcefulness, and facilitate the empowerment of all persons in society.</i></p> | 1.6 | Encourage greater participation in institutions and programmes designed to build character and promote nation building. |
| | 1.7 | Develop stronger partnerships between the state and communities. |
| | 1.8 | Promote and engender pride in the use of indigenous products. |
| | 1.9 | Develop those elements of our cultural expression which can be turned into meaningful, organised, systematic activities geared towards economic advancement of the entire community. |
| | 1.10 | Develop programmes and strategies that build confidence, encourage goal building and resourcefulness, and facilitate the empowerment of all persons in society. |
| | Targets: | |
| | 1.1 | The establishment of Interpretive Centres and programmes which highlight the role of Barbadians in the development of the economy and society by 2015. |
| | 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. |
| | 1.5 | Significant expansion in education and awareness programmes that promote self-reliance in Barbadians of all ages. |
| Objective 1.3 | | |
| To Build Social Cohesion. | | |
| Explanation: | | |
| All races, cultures, 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. | | |

*Promote
the benefits
of the
diversity of
Barbados'
ethnicity ...*

Strategies:

- 1.1 Find creative ways of reconciling races, differences of class, culture 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 races, 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 races, groups, cultures, 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 Redevelop and upgrade all depressed urban and rural communities.
- 1.8 Find innovative ways of fully integrating Persons With Disabilities 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.
- 1.10 Encourage the development of programmes that reinforce the attitudes and values relevant and necessary for social cohesion and peaceful co-existence, devising as well policies and programmes to address the negative and dysfunctional cultural values and practices to which children and young people are increasingly and uniquely susceptible.
- 1.11 Promote the benefits of the diversity of Barbados' ethnicity so that we become a society that promotes tolerance, respect for others and peace in communities through cultural education.

*Promote
the
economic
enfran-
chisement
of
ordinary
Barbadians...*

Targets:

- 1.1 The development of programmes to market and promote social cohesion by 2008.
- 1.2 The establishment of symbolic socially cohesive events by 2008.
- 1.3 The development of education programmes on values across society by 2010.
- 1.4 Substantial increase in the extent of social interaction between races, persons of different cultures and classes.
- 1.5 Significant increase in the number of community-based groups and organisations.
- 1.6 Substantial increase of Persons With Disabilities in the workforce and in self-employment.

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.

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| <i>Develop anti- discrimination legislation...</i> | 1.5 | Ensure that the rights of all, particularly Persons With Disabilities 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. |
| | 1.8 | Address the concerns of the youth, especially the under-educated, 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 fora 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. |
| | 1.12 | Give greater and sustained attention to the systematic collection, analysis and dissemination of data relating to social policy. |
| | 1.13 | Develop anti-discrimination legislation to address the violation of human rights, racial discrimination and discrimination based on gender, age and disability. |
| | Targets: | |
| | 1.1 | The establishment of a Commission for Social Justice by 2008. |
| | 1.2 | Integrity legislation developed by 2008. |
| | 1.3 | The passage of Anti-Discrimination Legislation by 2008. |
| | 1.4 | Expansion in the provision of free legal services by 2010. |
| | 1.5 | The review and revision of all laws that still provide for the stigmatisation of the poor and disadvantaged by 2010. |
| | 1.6 | The establishment of Interpretive Centres which facilitate an understanding of the law, civics and the consequences of social interaction by 2010. |
| | 1.7 | An enhanced position of Barbados on the Rule of Law Index. |

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:

Develop an environment conducive to creative expression...

- 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.
- 1.3 Foster and promote the development of community spaces across the country for the creation, production and presentation of the dynamic Barbadian cultural expressions.
- 1.4 Foster and promote co-production and publishing agreements both locally and internationally between local and foreign publishing companies geared towards expansion of opportunities for artists and the wider community to tell their story.
- 1.5 Provide incentive funding to artists and arts institutions in order to enable them to better reflect, present and interpret the values of the people for the people.
- 1.6 Foster and promote opportunities throughout the educational system for young people to engage freely in critical thinking and creative expression with respect to their thoughts and experiences.
- 1.7 Engage in domestic film and video production geared at telling Barbadian stories for broadcast both locally and internationally.
- 1.8 Protect and promote all cultural expressions and products developed by the Barbadian people throughout our history including European and African influence, folklore, Bajan dialect, and intellectual and artistic expression.

*Protect
and
promote
the
right of
the people
to express
themselves
freely ...*

- 1.9 Encourage and promote the transmission of local productions through communication mediums.
- 1.10 Give direction and support to existing institutions to make them more responsive to the needs of artists to interpret the lives of the Barbadian people.
- 1.11 Encourage and facilitate community-based initiatives that are geared at providing local artists with greater scope for the exhibition and marketing of their works.
- 1.12 Facilitate the establishment of creative and craft centres.
- 1.13 Protect and promote the right of the people to express themselves freely as well as their right to capitalise on that expression through the promotion of intellectual property rights, copyright, patents, trademarks and through the establishment of instruments that will enable artists/people to recover revenue that may accrue to them for the use of those expressions all over the world.
- 1.14 Encourage and promote programmes in schools and the wider community geared towards the establishment of a strong cadre of dynamic, vibrant young artists that demonstrate excellence associated with our cultural tradition.

Targets:

- 1.1 Establishment of a Film and Media Commission by 2007.
- 1.2 Creation of a National Performing Arts School by 2008.
- 1.3 Establishment of a National Programming Fund to assist in funding of local films and programmes by 2008.
- 1.4 The participation in the Smithsonian Folk Life Festival by 2010.
- 1.5 The hosting of CARIFESTA in 2010.
- 1.6 Creation of a Creative Arts and Design Centre by 2011.
- 1.7 The full implementation of the recommendations of the Taskforce on the Development of the Cultural Industries by 2015 but with the passage of the Cultural Industries Act by 2008.
- 1.8 Significant increase in the number of artistes.
- 1.9 The participation of Barbadian artistes in at least 5 international events per annum.



GOAL TWO: "Firm craftsmen of our fate":

New Governance for New Times.

OBJECTIVES

*Reinforce
the Social
Partnership.*

- 2.1 To Strengthen the Constitution.
- 2.2 To Enhance Popular Political Participation.
- 2.3 To Strengthen Civil Society.
- 2.4 To Remodel the Public Service.
- 2.5 To Protect our Nation.
- 2.6 To Maintain Harmonious Industrial Relations.

Objective 2.1

To Strengthen the Constitution.

Explanation:

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

Strategies:

- 2.1 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.
- 2.2 Reinforce the Social Partnership by strengthening its institutional capacity and by anchoring it in the Constitution.

Targets:

- 2.1 Revised Constitution in place.
- 2.2 Additional Social Partnership Arrangements.

Objective 2.2**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:

- 2.1 Take initiatives to strengthen popular political participation through the empowerment of communities.
- 2.2 Strengthen the political party system.
- 2.3 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.
- 2.4 Re-kindle the interest of young people in civic matters through educational and other programmes.
- 2.5 Undertake an analysis of the need for the Reform of Parliament and its procedures.

Targets:

- 2.1 Analysis relating to the Reform of Parliament and its procedures completed by 2010.
- 2.2 70% voter turnout by 2025.

*Re-kindle
the interest
of the
young people
in civic
matters.*

Objective 2.3**To Strengthen Civil Society.****Explanation:**

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

Strategies:

- 2.1 Make governance more transparent and accountable in the public sector, civil society and the business community.
- 2.2 Promote the role of the private sector, trade unions, non-governmental organisations and civic-based organisations in transparent and accountable governance.
- 2.3 Enhance the independent role of the media and ensure greater access to information.

*Remodel
various
aspects of
the public
service to
reduce bureau-
cracy and
increase effi-
ciency and
effectiveness...*

2.4 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.

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

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

Targets:

2.1 Charter of Rights for Civil Society created by 2007.

2.2 Freedom of Information Act developed by 2008.

Objective 2.4

To Remodel the Public Service.

Explanation:

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

Strategies:

2.1 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.

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

2.3 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.

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

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

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| <p><i>Build the human resource capacity within the public service to allow it to operate at maximum potential.</i></p> | 2.6 | Promote the development of a more customer and service delivery oriented public service. |
| | 2.7 | Build the human resource capacity within the public service to allow it to operate at maximum potential. |
| | 2.8 | Ensure that the public service has the human resource capacity and appropriate organisational structures to facilitate the efficient and effective attainment of national goals. |
| | 2.9 | Reform the multi-processes across the Public Service to create an efficient and time effective sector. |
| | Targets: | |
| | 2.1 | The enactment by 2007 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. |
| | 2.2 | The creation of the Central Information Management Agency by 2008 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. |
| | 2.3 | The development of a mandatory strategic training programme for the Public Service by 2008. |
| | 2.4 | The establishment of ten-customer charters in Public Sector agencies through consultation with stakeholders by 2008. |
| | 2.5 | Elimination of multi-processes across the Public Service by 2010. |
| | 2.6 | Introduction in all ministries by 2010, a revamped performance management system which appraises the performance of employees on objective and measurable work outputs. |
| | 2.7 | 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. |
| | 2.8 | Completion of organisational reviews of each Ministry by 2015 to ensure that existing structures are appropriate to the attainment of organisational goals. |

Objective 2.5**To Protect our Nation.****Explanation:**

Security and safety are indispensable to our well-being. We must therefore enhance our capacity to protect our nation from threats, whether they are internal or external.

Strategies:

...prevent and where possible, minimise the incidence of crime, lawlessness and corruption...

- 2.1 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.
- 2.2 Develop programmes to deal with external threats that arise from the proliferation of transnational crime such as, the trafficking in persons and illegal drugs; smuggling of arms, explosives, technology and exotic animals; money laundering and terrorism.
- 2.3 Work with like-minded states in relevant international fora to achieve a global order based on the rule of law, security, justice and equity.
- 2.4 Take initiatives to prevent and, where possible minimise the incidence of crime, lawlessness and corruption in order to provide and maintain a safe, secure and stable environment in which law-abiding persons can live, invest, work and conduct business.
- 2.5 Enhance the system of information and intelligence sharing among the security agencies and forces.
- 2.6 Amend legislation pertaining to National Security, including the essential services legislation, to ensure that it reflects emerging challenges.

Targets:

- 2.1 Integrated National Security Plan developed by 2008.
- 2.2 Modernised National Security framework by 2010.
- 2.3 Implementation of National Plan on Justice, Peace and Security by 2012.
- 2.4 A significant reduction in crime by 2025.

Objective 2.6**To Maintain Harmonious Industrial Relations.****Explanation:**

The maintenance of good and stable industrial relations is a key component in the development of Barbados as it makes a vital contribution to national productivity and competitiveness. 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:

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

- 2.1 Strengthen and enhance the Social Partnership as an instrument for civic engagement, productivity improvements and for building social cohesion.
- 2.2 Create new and better fora for dialogue between workers and employers.
- 2.3 Undertake institutional strengthening of the Labour Department to ensure the effective delivery of core functions such as conciliation, inspections and complaints investigation.
- 2.4 Create an enabling environment for economic growth and development as well as for safeguarding the fundamental rights of workers.
- 2.5 Promote labour management cooperation and good work practices at the level of the enterprise to address the decent work deficit.
- 2.6 Promote the concept of decent work in small and medium-sized enterprises, as well as in the informal sector.
- 2.7 Compile a comprehensive and consolidated framework of laws and regulations to govern industrial relations practices.
- 2.8 Establish a National Labour Code which sets out guidelines for both employer and employee behaviour in the workplace.
- 2.9 Maintain an environment that allows trade unions to function effectively and that encourages fundamental ILO conventions and basic rights such as freedom of association, collective bargaining and the right to join a union.

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| <i>Facilitate the needs and protect the rights of migrant workers...</i> | 2.10 | Facilitate trade union rights to have their leaders released for training. |
| | 2.11 | Facilitate the elevation of trade union training to certification level. |
| | 2.12 | Facilitate the needs and protect the rights of migrant workers through the formulation of comprehensive migrant workers legislation. |
| | 2.13 | Promote an Occupational Safety and Health culture. |
| | Targets: | |
| | 2.1 | Employment Rights Legislation enacted by 2007. |
| | 2.2 | Sexual Harassment Legislation on the statute books by the end of 2007. |
| | 2.3 | Formulation of Migrant Workers Legislation by 2007. |
| | 2.4 | Occupational Safety and Health Codes of Practice for specific sectors beginning with Agriculture and Construction by the end of 2007. |
| | 2.5 | Minimum Wages legislation enacted by the end of 2010. |
| | 2.6 | Trade Union Recognition Legislation by 2010. |
| | 2.7 | Establishment of the National Labour Code by 2010. |
| | 2.8 | Amended legislation such as the Shop Act and the Holiday with Pay Act to address the decent work deficit. |
| | 2.9 | Establishment of functional workplace committees to promote good industrial relations practices, occupational safety and health and wellness programmes at the level of the enterprises. |
| | 2.10 | Continued educational programmes geared towards promotion of labour-management cooperation and fostering of occupational safety and health culture. |



GOAL THREE: "Strength and unity":

Building Social Capital.

OBJECTIVES

- 3.1 To Expand the Level and Quality of Education and Training.
- 3.2 To Improve the Health of all Barbadians.
- 3.3 To Ensure Affordable and Quality Shelter for all.
- 3.4 To Facilitate the Development of Young People and their Contribution to National Development.
- 3.5 To Improve the Quality of Life of Persons With Disabilities.
- 3.6 To Improve the Quality of Life of the Aged.
- 3.7 To Build Stronger Communities.
- 3.8 To Develop Sports.
- 3.9 To Eradicate Poverty.
- 3.10 To Achieve Gender Equity and Equality.

Objective 3.1

To Expand the Level and Quality 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.

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

Strategies:

- 3.1 Continue the educational initiatives of the Education Sector Enhancement Programme (EDUTECH) and the Curriculum Reform Programme to ensure that everyone is educated to his or her full potential.
- 3.2 Promote at all educational levels, the development of critical-thinking skills and an entrepreneurial outlook.
- 3.3 Increase access to, and enrolment in, tertiary education using appropriate modalities such as distance and e-learning to facilitate the achievement of a graduate in every Barbadian household.
- 3.4 Enhance adult education, training and lifelong learning.
- 3.5 Equip the population with skills to function in the global economy.
- 3.6 Enhance the intellectual capability of the public to research, analyse and understand global processes that may impact on Barbados.
- 3.7 Provide universal access to nursery education.
- 3.8 Promote the improvement and strengthening of technical and vocational education and training.
- 3.9 Promote a judicious mix of private and public sector involvement in the provision of education and training opportunities.
- 3.10 Encourage the use of public libraries and community technology centres as avenues to access distance education and web-based learning.
- 3.11 Expand the capacity to undertake diagnostic testing for those who may have learning disabilities and who may be sight and/or hearing impaired.

Targets:

- 3.1 Internationally recognised accreditation agencies established by 2008.
- 3.2 75% certification of all students leaving secondary school by 2012.
- 3.3 70% of persons age 18-30 either enrolled in or having tertiary education by 2025.
- 3.4 100% literacy rate.

3.5 Significant growth in the development of knowledge-based, high value services.

3.6 100% access to computers and information and communications technology for all Barbadian households.

Objective 3.2

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.

Strategies:

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

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

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

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

3.4 Improve information systems and undertake research, monitoring and evaluation to support decision-making with respect to HIV/AIDS.

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

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

3.7 Improve the capacity of the health system to train, manage and measure the competency of health professionals.

3.8 Improve the capacity of the health system to provide anticipated standards of leadership.

3.9 Implement measures towards the retention of expertise in health in the context of competition from the global market.

*Enhance and
upgrade the
health care
infrastructure.*

- 3.10 Continue to promote and develop community-based care.
- 3.11 Enhance the regulation of the health care system.
- 3.12 Improve patient satisfaction through the effective, efficient and equitable delivery of quality care.
- 3.13 Continue to reform health information systems to facilitate more evidence-based decision-making, information sharing, programme management and research.
- 3.14 Enhance and upgrade health care infrastructure.
- 3.15 Continue to facilitate access to quality and affordable drugs.
- 3.16 Improve the resilience of the health care system to external impacts and hazards.
- 3.17 Strengthen primary care services provided to infants, teenagers, and adults.
- 3.18 Develop and implement an integrated environmental health management system involving the principles of risk assessment and risk management.
- 3.19 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.
- 3.20 Strengthen the mental health programme through improved management of the mental health services, improved clinical services, the enactment of mental health legislation, and improved capacity to provide evidence-based decision-making.

Targets:

- 3.1 Adoption of the Barbados National Anti-Drug Plan by 2007.
- 3.2 A National Multi-Sector HIV / AIDS Programme established by 2008.
- 3.3 Development of a Comprehensive Health Sector Succession Planning Programme by 2009.

- 3.4 State-of-the-Art Cardiac Clinic established by 2009.
- 3.5 National Mental Health Commission established by 2012.
- 3.6 The National Strategic Plan for Health 2002-2012 fully implemented.
- 3.7 A substantial reduction in the use and abuse of illegal drugs by 2025.
- 3.8 A substantial reduction in communicable and non-communicable diseases by 2025.
- 3.9 An increase in the average life expectancy rate for both males and females.
- 3.10 Reduction in the HIV/ AIDS infection rate by 75%.

Access to adequate shelter is considered a basic right for all residents.

Objective 3.3

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:

- 3.1 Ensure access to mortgage financing for an increased number of Barbadians.
- 3.2 Facilitate access to housing and related services, particularly by low and middle-income persons.
- 3.3 Forge dynamic partnerships between the private sector and the public sector for low to middle-income residential construction.
- 3.4 Ensure the development of a high quality and resilient housing stock through the implementation of the National Building Code.
- 3.5 Increase housing densities to utilise scarce land resources.

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| <p><i>Create effective working partnerships in developing housing solutions...</i></p> | 3.6 | Explore new innovative approaches to the provision of shelter including new building techniques and the use of pre-fabricated inputs; the development of housing factories where complete houses are built to order; more high rise structures; and facilitating owner-built houses. |
| | 3.7 | Encourage the development of housing co-operatives where groups and/or institutions come together to facilitate housing development. |
| | 3.8 | Encourage and facilitate the labour movement in its efforts to provide housing for its members. |
| | 3.9 | Create effective working partnerships in developing housing solutions, such as private-public sector partnerships, for providing shelter to vulnerable groups including, the aged, street people, the homeless, Persons With Disabilities and those living below the poverty line. |
| | Targets: | |
| | 3.1 | Implementation of the National Building Code by 2008. |
| | 3.2 | A substantial increase in the construction of low and middle income houses by 2025. |
| | 3.3 | 100% access to all essential services – roads, drainage, water, electricity – for all homeowners by 2025. |
| | 3.4 | Elimination of homelessness by 2025. |
| | 3.5 | Increase in home ownership by 10% per annum. |

Objective 3.4**To Facilitate the Development of Young People and their Contribution to National Development.****Explanation:**

The future of the nation rests with its young people who are its most precious asset. It is therefore necessary to formulate and implement effective policies for their future development and create opportunities for them to participate fully in the process of national development.

Strategies:

...attract and retain more young persons in entrepreneurship programmes.

- 3.1 Strengthen the appropriate institutions to deliver broader and more efficient services for the development and protection of young people.
- 3.2 Improve the use of information and communications technology in youth education and training programmes.
- 3.3 Undertake more creative initiatives to attract and retain more young persons in entrepreneurship programmes.
- 3.4 Create strategic partnerships with the private sector and civil society to undertake mentoring, counselling and attachment programmes for young people.
- 3.5 Develop the Youth Entrepreneurship Scheme (YES) Juniors initiative into a comprehensive mechanism for building an enterprise culture among children and young people.
- 3.6 Develop and implement creative intervention strategies such as **Youth Achieving Results** and **Project Oasis**, to secure the reintegration of marginalised young people into the mainstream of socio-economic development.
- 3.7 Develop more structured programmes to enhance health education, self-awareness and healthy lifestyle practices among young people.
- 3.8 Develop innovative partnerships with the private sector to re-integrate unemployed and marginalised young people into productive activity.

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| <i>Establish a universal programme of national service ...</i> | 3.9 | Build the capacity of young people and youth organisations to pursue their own self-development through access to, and utilisation of opportunities, resources and social services existing in the society. |
| | 3.10 | Develop and implement a programme for the professionalisation of youth work through a comprehensive programme of training and the development of a career path. |
| | 3.11 | Establish a universal programme of national service through which young people will internalise and manifest the principles of citizenship and the basic norms and values that underpin Barbadian society. |
| | 3.12 | Develop programmes to engage young people in wholesome and productive activity at the community level. |
| | Targets: | |
| | 3.1 | An infusion of information and communications technology in all youth education and training programmes by 2010. |
| | 3.2 | The achievement and maintenance of 90% participation in the National Youth Service programme by 2010. |
| | 3.3 | An increase in the number of young persons engaged in entrepreneurship training programmes by 10% per annum. |
| | 3.4 | An increase in the number of business start-ups by young people by 10% per annum. |
| | 3.5 | An annual increase in the number and range of strategic partnerships for youth development with the private sector and civil society. |
| | 3.6 | An increase in the number of youth and community projects by 10% per annum. |
| | 3.7 | The delivery of training to at least 25 youth organisations and 100 youth leaders per annum. |
| | 3.8 | An increase in the participation of young people in Project Oasis by 10% per annum. |

Objective 3.5**To Improve the Quality of Life of Persons With Disabilities.****Explanation:**

Persons With Disabilities are, as the name suggests, persons first. They have a reservoir of talent, wisdom and energy which must be channelled, tapped and unleashed. Barriers to this reservoir must be dismantled. Discrimination and stigmatisation must not be allowed to take root in the Barbadian society. Equal opportunities must be available to all.

Strategies:

*Persons
With
Disabilities
are ...
persons
first.*

- 3.1 Provide appropriate teaching aids and support to enhance the skills of children with disabilities as well as the training and support for special education teachers.
- 3.2 Provide the educational infrastructure that will support persons who are physically or intellectually challenged.
- 3.3 Facilitate enhanced access to public transportation that is built to accommodate the needs of Persons With Disabilities.
- 3.4 Encourage and facilitate the production of all public documents in Braille, large print or audio and provide close captioning on local television.
- 3.5 Ensure the provision of adequate levels of accessible housing.
- 3.6 Continue to facilitate the development of the social safety net for Persons With Disabilities.
- 3.7 Enhance the ability of the health care system to meet the needs of Persons With Disabilities, including more community-based care.
- 3.8 Engage in a national drive to ensure the universal provision of facilities and services adapted to meet special needs.
- 3.9 Encourage the development of positive attitudes toward Persons With Disabilities across the society.

Remove all barriers to the continued participation of older workers in the workforce.

- 3.10 Facilitate the participation of Persons With Disabilities in private entities, Government, civil society and more broadly, national affairs.
- 3.11 Review and update legislation which will facilitate equality of opportunities for all.
- 3.12 Facilitate access to quality and decent jobs.

Targets:

- 3.1 A substantial increase in the number of Persons With Disabilities employed in decent and quality jobs.
- 3.2 A significant increase in the representation of Persons With Disabilities in national fora.
- 3.3 Increased number of Persons With Disabilities in the Education System.

Objective 3.6

To Improve the Quality of Life of the Aged.

Explanation:

With improvements in health care and available technological advancements more people are living longer. Barbados must strategically position itself to meet the challenges and to take advantage of the opportunities of an older population. Policies that encourage and support the participation of older Barbadians in all aspects of the society must continue to be high on our agenda.

Strategies:

- 3.1 Remove all barriers to the continued participation of older workers in the workforce.
- 3.2 Encourage the retention of older workers in the employed workforce.
- 3.3 Facilitate and promote the building of sustainable retirement incomes.

| | | |
|--|------|---|
| <p><i>Support and encourage life-long learning and the enhancement of the skills ...</i></p> | 3.4 | Facilitate the development of private, public and civil society-based infrastructure to support the participation of the aged in society. |
| | 3.5 | Recognise the worth of our ageing population as a repository of wisdom, experience and skills and the contribution they can make to the economy and society. |
| | 3.6 | Encourage the development of positive attitudes toward ageing. |
| | 3.7 | Improve access to affordable housing for the aged. |
| | 3.8 | Explore options that enable older people to maintain their accommodation in accord with their needs, or enable them to move to accommodation which better suits their needs. |
| | 3.9 | Increase access to public transport with options that meet the needs of older persons in terms of timeliness, safety, cost, design and flexibility. |
| | 3.10 | Provide safe access to services and facilities through good design of public spaces and the built environment. |
| | 3.11 | Support and encourage life-long learning and the enhancement of the skills and interests of a larger group of older people. |
| | 3.12 | Promote and support healthy ageing and healthy lifestyle practices. |
| | 3.13 | Enhance and tailor the health care infrastructure to better cater to the needs of an ageing population. |
| | 3.14 | Provide enabling legislation which protects the aged from abuse and facilitates equality of opportunities. |
| | 3.15 | Enhance and develop opportunities which facilitate inter-generational mixing for the sharing of information, maintaining stability and social cohesion. |
| | 3.16 | Develop an information services agency whose role would be to act as a one-stop clearing-house for information on ageing including available services and how to access these services. |

Expand and upgrade the provision of community facilities.

- 3.17 Ensure that the aged are able to participate in society through access to information, including online information and services, in a manner best suited to their needs.
- 3.18 Facilitate research and development on ageing to inform and drive policies on ageing and which also facilitates healthy ageing.
- 3.19 Encourage and facilitate initiatives which foster continued independence and negate unnecessary dependency.

Targets

- 3.1 Information Services Agency established by 2012.
- 3.2 A substantial increase in the number of older persons employed in decent and quality jobs.
- 3.3 A significant increase in the representation of the aged in national fora.

Objective 3.7

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.

Strategies:

- 3.1 Provide programmes and facilities for education and training at the community level.
- 3.2 Support the development of community-based business projects.
- 3.3 Strengthen community-based programmes for the protection of residential areas.
- 3.4 Expand and upgrade the provision of community facilities.

| | | |
|---|-----------------|--|
| <i>Promote and encourage greater civic mindedness and community volunteerism.</i> | 3.5 | Attract more private sector entities to contribute towards the betterment of the community. |
| | 3.6 | Allocate more resources for the overall development of the communities. |
| | 3.7 | Conduct community surveys to identify needs and priorities of specific communities. |
| | 3.8 | Consult with and involve community organisations and leaders in the design, management and care of community facilities. |
| | 3.9 | Divest the management of community centres to the community according to agreed protocols. |
| | 3.10 | Develop creative programmes with a focus on building strong families and developing appropriate parenting systems. |
| | 3.11 | Enhance the exposure to, and training in, cutting-edge information and communications technology within communities. |
| | 3.12 | Promote and encourage greater civic mindedness and community volunteerism. |
| | 3.13 | Encourage the development of day care centres, where appropriate in public and private work places. |
| | 3.14 | Facilitate flexitime at work in order to provide greater opportunity for parents to spend more time with their children. |
| | 3.15 | Encourage more inter-generational educational activities. |
| | Targets: | |
| | 3.1 | The establishment of a Community Non-Governmental Organisation (NGO) Desk by 2008. |
| | 3.2 | The establishment of a Community Volunteer Corps by 2009. |
| | 3.3 | Expansion of the Community Arts Career Programme to the entire island by 2010. |
| | 3.4 | The provision of at least 30 community-based computer laboratories by 2015. |
| | 3.5 | Construction of at least 10 new community centres with appropriate facilities by 2025. |

- 3.6 Expansion of neighbourhood watch programmes to every community.
- 3.7 Significant representation of communities on the agencies that manage community facilities.
- 3.8 Three comprehensive leadership training programmes for community-based organisations each year.
- 3.9 A significant increase in the funds allocated to community-based activities.
- 3.10 Significantly enhanced numbers in the Community Technology Programme.

Objective 3.8

... create a passion in the population for active participation and excellence in sports.

To Develop Sports.

Explanation:

Sports is an investment in the health of the nation and a conduit for encouraging positive behavioural change and educational attainment. Further it facilitates social cohesion and the building of national pride. Sports also provides opportunities for self-development and economic enfranchisement and has proven to be a major contributor to economic growth. We must therefore create a passion in the population for active participation and excellence in sports.

Strategies:

- 3.1 Develop a structured physical education programme in both primary and secondary schools so as to ensure an easy transition from school sports to club sports.
- 3.2 Develop world class coaching and competitions, which will be supported by certified coaches using the most up-to-date knowledge to ensure that all athletes, including those with intellectual and physical disabilities, will be encouraged to reach their full potential both in national and international competition.
- 3.3 Promote at the national level the benefits to be achieved from regular physical activity for all citizens from early childhood to old age by motivating them to participate in various sporting activities.

Expand the level of investment in the development of the sporting industry.

- 3.4 Provide adequate space and facilities for physical activity when granting permission for all new housing areas and newly constructed Government and private developments.
- 3.5 Develop local, regional and national competitions that safeguard the health and development of young athletes, and are suited to the developmental age of the children involved.
- 3.6 Develop partnerships with the insurance industry in order to develop affordable programmes of medical insurance to cover injuries received in training and competition.
- 3.7 Develop an officially approved school curriculum in Physical Education that will provide every child, regardless of physical or mental impairment, or skill level, with a planned programme of physical education designed to enhance that child's physical, intellectual, social and moral development.
- 3.8 Encourage national sports organisations to develop junior sports programmes designed to attract young people and to provide suitable development activities for those involved.
- 3.9 Develop and implement programmes to reduce the exposure of athletes to all forms of drug use, and to remove from sports those involved in the promotion or use of performance enhancing substances.
- 3.10 Expand the level of investment in the development of the sporting industry.
- 3.11 Develop a comprehensive database pertaining to all forms of sports in Barbados, documenting activities and training methods, available facilities, coaching facilities and sources of funding.
- 3.12 Establish a documentation centre for best practices pertaining to coaching, training and career opportunities.
- 3.13 Further integrate sports into tourism development.
- 3.14 Embrace technological and other changes in the international sporting arena.
- 3.15 Develop multi-purpose, low operating and maintenance cost facilities around the country as a way of decentralising sporting opportunities.

*Upgrade and
enhance the
national
sporting
infrastructure.*

- 3.16 Enhance the training of personnel to carry out meaningful sports programmes.
 - 3.17 Upgrade and properly equip all community playing facilities to encourage greater participation in sports.
 - 3.18 Upgrade and enhance the national sporting infrastructure.
 - 3.19 Develop a Cricket School of Excellence as a pilot programme for similar schools of excellence in other sports.
 - 3.20 Enhance facility provision, management and readiness to host all levels of sporting events.
 - 3.21 Develop a menu of sports development programmes designed to inspire the nation to begin and continue to participate in sports/physical activities.
 - 3.22 Improve standards of corporate governance in sports administration across the country to promote efficiency and effectiveness.
- Targets:**
- 3.1 Adoption of a Strategic Plan for Sports by 2007.
 - 3.2 Establishment of a Cricket School of Excellence by 2008.
 - 3.3 All sporting programmes promoted nationally on websites of the Ministry of Sports, the National Sports Council and sporting associations by 2008.
 - 3.4 A sporting development team established within the Department of Youth Affairs and Sports by 2008.
 - 3.5 Creation of an Alternate Dispute Resolution Body by 2008.
 - 3.6 Sports awards for all events where achievements at all levels are rewarded by 2009.
 - 3.7 An inventory assessment of the status of sporting facilities by 2010.
 - 3.8 Facility provision and management enhancement by 2010.

- 3.9 Documentation Centre for Best Practices established by 2012.
- 3.10 Three (3) Mini Stadia to be built in the North, East and South of the island by 2015.
- 3.11 The refurbishment of the National Stadium by 2015.
- 3.12 A minimum of 360 sports personnel to be trained per year.
- 3.13 The enhancement of 10 sporting grounds and pavilions around the country per year.

Objective 3.9

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:

- 3.1 Provide the basic necessities for the poor and disadvantaged.
- 3.2 Clear depressed areas and promote urban renewal.
- 3.3 Assist with the development of employment opportunities for needy individuals and groups.
- 3.4 Improve the management of all poverty eradication programmes.
- 3.5 Institute a more comprehensive public awareness and education campaign that facilitates a better understanding of the issues of poverty and that also engenders greater sensitivity in dealing with persons living in poverty.
- 3.6 Establish greater partnerships between policy makers, academics and community organisations to facilitate the development of appropriate solutions to poverty.
- 3.7 Strengthen social security systems and the social protection network.

*Promote
and enhance
rural
development.*

- 3.8 Create programmes to move persons from welfare to work.
- 3.9 Continue to provide training opportunities for the unemployed and persons in disadvantaged communities.
- 3.10 Ensure the effective monitoring and evaluation of poverty eradication programmes.
- 3.11 Promote and enhance rural development.
- 3.12 Provide effective housing solutions for the poor.
- 3.13 Continue to facilitate the development of small and micro-business.
- 3.14 Promote values which encourage saving and thrift and build awareness on how to appropriately create and manage income and wealth.

Targets:

- 3.1 A national poverty database by 2008.
- 3.2 Detailed analysis of the root causes of poverty completed by 2010.
- 3.3 Longitudinal tracer studies implemented by 2012 for persons who applied for and received Government assistance.
- 3.4 30% reduction in the number of registrants at the Welfare Department, Poverty Alleviation Bureau, etc. by the year 2012.
- 3.5 Assistance to tenants with the ownership of land in at least 300 tenancies by 2015.
- 3.6 The repair and upgrade of at least 500 homes of those living in poverty.

Objective 3.10

To Achieve Gender Equity and Equality.

Explanation:

The participation of women and men as equal partners in all aspects of human life and development is critical to national development and the achievement of a just, equitable and prosperous society.

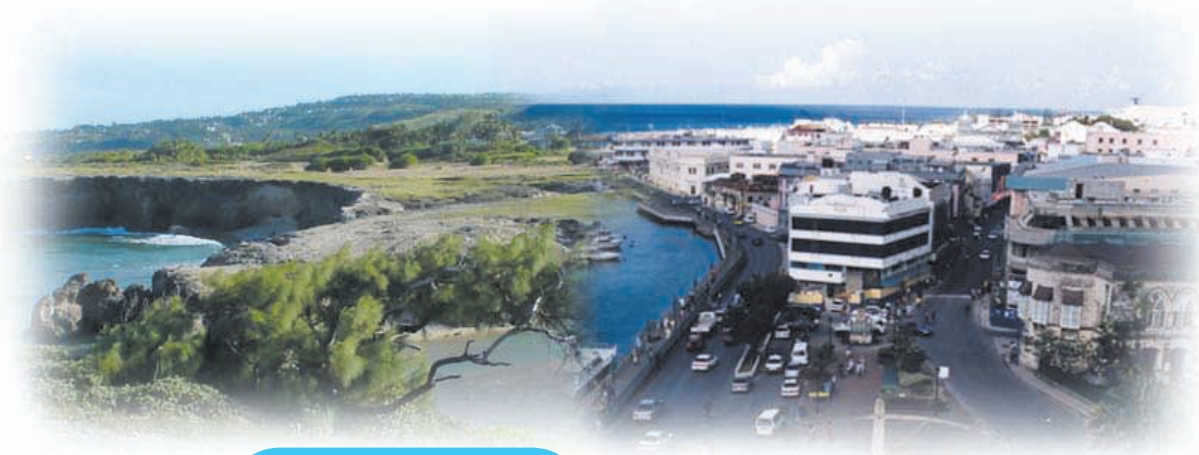
Ensure the integration of gender into all areas of national planning and development...

Strategies:

- 3.1 Ensure the integration of gender into all areas of national planning and development so that women and men can benefit equally from existing opportunities.
- 3.2 Conduct gender sensitivity training at all levels of the public sector, private sector and civil society.
- 3.3 Promote the gender mainstreaming of national development policies and programmes so that equality and equity between men and women can be achieved.
- 3.4 Develop a framework of indicators, tools and methods for incorporating, monitoring and evaluating gender in policy making and planning.
- 3.5 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.
- 3.6 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.
- 3.7 Strengthen existing relationships and further develop linkages with local, regional and international agencies, working in the area of gender and deepen participation in the activities of these agencies.
- 3.8 Amend legislation where necessary to reflect gender equality.
- 3.9 Develop a research programme to focus on gender issues of national concern.

Targets:

- 3.1 Adoption of a national policy on gender by 2008.
- 3.2 The implementation of a gender management system by 2008.
- 3.3 Gender sensitivity training workshops conducted in all Government departments by 2009.



GOAL FOUR: "These fields and hills":

Building a Green Economy – Strengthening the Physical Infrastructure and Preserving the Environment.

Protecting and preserving our natural and built environment are vital to achieving sustainable development.

OBJECTIVES

- 4.1 To Promote and Facilitate the Sustainable Use of our Renewable Resources and the Wise Management of our Non-renewable Natural Resources.
- 4.2 To Maintain a Safe and Reliable Water Supply.
- 4.3 To Ensure an Efficient and Reliable Energy Sector.
- 4.4 To Develop an Efficient Transport System and Infrastructure.
- 4.5 To Improve Disaster Management.
- 4.6 To Develop and Maintain an Efficient Land-use Policy.

Objective 4.1

To Promote and Facilitate the Sustainable Use of our Renewable Resources and the Wise Management of our Non-renewable 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 jeopardising the natural resource base and the environment.

Strategies:

- 4.1 Engage civil society and the private sector in environmental management and support community-based initiatives to address environmental concerns.

| | | |
|--|------|---|
| <p><i>Ensure effective conservation and enhancement of the island's coastal and marine eco-systems and living resources.</i></p> | 4.2 | Ensure the development of accurate data and information systems through mapping, recording and evaluation of all environmental assets. |
| | 4.3 | Ensure that the integrity of natural features, wildlife habitats, significant flora and fauna, protected areas, and important landscape and seascape features are maintained during the process of development. |
| | 4.4 | Promote public education, awareness and appreciation of the direct inter-relationships among the three pillars of economic growth, social justice and equity and the environmental management. |
| | 4.5 | Protect the island's groundwater resources and coastal waters from contamination. |
| | 4.6 | Develop a comprehensive waste management programme that will embrace hazardous, medical, solid and liquid waste. |
| | 4.7 | Advance the integration of clean technologies and reduce the negative external consequences of development activity. |
| | 4.8 | Promote an expanded and more aggressive programme to protect and preserve our coastline. |
| | 4.9 | Ensure effective conservation and enhancement of the island's coastal and marine eco-systems and living resources. |
| | 4.10 | Ensure that appropriate development standards are used to build resilience against the increasing intensity of natural hazards, including the effects of climate change. |
| | 4.11 | Promote sustainable land management practices. |
| | 4.12 | Facilitate the development of green and open spaces throughout the island. |
| | 4.13 | Establish and strengthen appropriate administrative and legislative regimes to support national environmental management objectives. |
| | 4.14 | Promote the fashioning and introduction of regional environmental legislation and standards. |
| | 4.15 | Promote the re-cycling of solid waste. |
| | 4.16 | Further develop and strengthen standards to support environmental legislation. |
| | 4.17 | Promote environmental management within CARICOM. |

| | | |
|--|---|---|
| <i>Encourage the use of hybrid and fuel-efficient and low emission vehicles.</i> | 4.18 | Educate the population on the relationship between the environment and the well-being of each individual. |
| | 4.19 | Ensure the enforcement of all standards relating to environmental protection. |
| | 4.20 | Enhance international advocacy to highlight our concerns with global environmental developments, particularly global warming. |
| | 4.21 | Establish appropriate standards as well as the administrative and legislative framework to address noise pollution. |
| | 4.22 | Encourage the use of hybrid and fuel-efficient and low emission vehicles. |
| | Targets: | |
| | 4.1 | National Botanical Garden established by 2008. |
| | 4.2 | Barbados National Park established by 2010. |
| | 4.3 | Establishment of a sewage system in the West Coast and the Belle by 2010. |
| | 4.4 | Significant use of hybrid and other environmentally friendly vehicles by 2015. |
| | 4.5 | A 50% reduction in coastal erosion by 2025. |
| | 4.6 | Establishment of environmentally friendly communities. |
| | 4.7 | Significant reduction in illegal dumping of waste. |
| | 4.8 | Substantial increase in the area of land allocated to, and managed as, green spaces. |
| | 4.9 | A more educated and environmentally conscious Barbadian public. |
| | Objective 4.2 | |
| | To Maintain a Safe and Reliable Water Supply. | |
| | Explanation: | |
| | Given our status as a water scarce country, Barbados has the task of ensuring that an adequate and reliable water supply is provided for its social and economic needs. | |

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

Strategies:

- 4.1 Enhance efficient and effective management and use of the existing water resources.
- 4.2 Establish a programme for the augmentation of the water supply to adequately accommodate the needs of domestic and commercial users and for irrigation purposes.
- 4.3 Enhance monitoring, regulatory and enforcement mechanisms to ensure a safe supply of water.
- 4.4 Review the existing groundwater protection zoning system to ensure long-term sustainability.
- 4.5 Establish a long-term programme for the rehabilitation and expansion of the water supply system.
- 4.6 Develop an effective water monitoring system for the control of agricultural and chemical applications and the disposal of liquid and solid waste.
- 4.7 Promote water conservation through public education and the provision of appropriate incentives.
- 4.8 Develop and implement an integrated water resource management plan.
- 4.9 Diversify our sources of water.

Targets:

- 4.1 An integrated water resource management plan implemented by the end of 2007.
- 4.2 A technologically modern system of supply and distribution by 2010.
- 4.3 Geographical Information System (GIS) for the water supply system developed and implemented by 2010.
- 4.4 South Coast and Bridgetown Sewage Treatment Plant upgraded to meet waste water re-use standards by 2010.
- 4.5 10-20% water reserve capacity developed and maintained by 2012.
- 4.6 Significant use of water from non-traditional sources by 2020.

- 4.7 Reduction of losses from the existing water supply by 50% by 2025.
- 4.8 100% access to potable water maintained.
- 4.9 Substantial increase in the number of mains replaced or upgraded per annum.
- 4.10 10% increase in the efficiency of water use.

Objective 4.3

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. It must therefore be used efficiently.

... expand the supply of renewable energy.

Strategies:

- 4.1 Increase the on-shore production of crude oil and natural gas and pursue production opportunities abroad.
- 4.2 Pursue the opportunity of offshore oil production by taking advantage of our extended ocean resources.
- 4.3 Ensure that there is a reliable supply of petroleum products at the most economic prices to meet current and future needs.
- 4.4 Develop programmes to expand the supply of renewable energy from wind, sun and biomass in particular.
- 4.5 Diversify the energy mix to reduce the impact of world oil prices and vulnerabilities associated with supply.
- 4.6 Expand the natural gas distribution system through strategic partnerships that will see the building of pipelines to facilitate the importation of natural gas.
- 4.7 Explore the use of alternative fuels in public and private transport vehicles.
- 4.8 Improve energy efficiency standards and labelling of energy using commodities to ensure that increased energy efficiency is achieved.

Develop programmes to promote and emphasise greater energy conservation.

4.9 Develop programmes to promote and emphasise greater energy conservation.

4.10 Liberalise the production of electricity.

Targets:

4.1 Establishment of the Renewable Energy Centre by 2008.

4.2 30 megawatts (MW) installed capacity through bagasse co-generation by 2012.

4.3 Use of natural gas or LPG in public transport by 2015.

4.4 Gas importation via pipeline and other modes of transport by 2015.

4.5 20 megawatts (MW) installed capacity wind farm by 2025.

4.6 Renewable energy meeting 30% of the energy requirements by 2025.

4.7 A substantial increase in the range of services for which renewable energy is utilised by 2025.

4.8 Significant increase in the number of renewable energy businesses by 2025.

4.9 50% increase in the use of solar energy for water heating and other purposes by 2025.

4.10 Production of oil and gas from our ocean resources by 2025.

4.11 Domestic production of crude and natural gas to be maintained at 1,500 barrels per day of oil and 2.0 million cubic feet of natural gas from on-shore sources.

Objective 4.4

To Develop an Efficient Transport System and Infrastructure.

Explanation:

Transport infrastructure and services are vital to our economic and social development. An efficient transport system and infrastructure will ensure time and cost savings and boost economic activity.

*Develop a
comprehensive
national
transporta-
tion policy.*

Strategies:

- 4.1 Continue the construction and maintenance of roads and supporting infrastructure and improve lighting on major highways.
- 4.2 Implement appropriate traffic management systems and infrastructure.
- 4.3 Improve the adequacy and reliability of the public transport system.
- 4.4 Develop a comprehensive national transportation policy.
- 4.5 Encourage the development and use of coastal sea transport.
- 4.6 Ensure adequate sea and airport facilities and links.
- 4.7 Expand private participation in the provision of public transport.

Targets:

- 4.1 Prepaid travel cards for public transportation by 2008.
- 4.2 The Public Transport Authority established by 2008.
- 4.3 A comprehensive park and ride system by 2009.
- 4.4 Improvements in Terminal facilities by 2009.
- 4.5 An appropriate fleet replacement programme for all public transport vehicles by 2010.
- 4.6 A dedicated school bus service by 2010.
- 4.7 An express bus service with a transfer system along key corridors by 2012.
- 4.8 Maritime transport system established by 2012.
- 4.9 50% reduction in fatal road accidents by 2025.

Objective 4.5

To Improve Disaster Management.

Explanation:

Barbados must ensure that its people and physical infrastructure are well protected against natural and man-made hazards. It is therefore necessary to have an improved comprehensive disaster management system in place.

*Develop a
modern
disaster
management
system ...*

Strategies:

- 4.1 Revise the comprehensive National Multi-hazard Disaster Management Plan annually.
- 4.2 Develop a modern disaster management system with an appropriate legislative and technological framework.
- 4.3 Enhance the response capacity at the national and community levels.
- 4.4 Develop and enforce a comprehensive National Building Code.
- 4.5 Improve and maintain a National Emergency Operation Centre.
- 4.6 Develop policies for the management of mass crowd events.
- 4.7 Promote regional and hemispheric cooperation to deal with the impact of hurricanes and severe weather systems.
- 4.8 Encourage and facilitate universal home insurance coverage.

Targets:

- 4.1 Establishment of the Barbados Emergency Management Agency by 2008.
- 4.2 Hazard mitigation policy developed by 2010.
- 4.3 100% conformity to the National Building Code by 2025.
- 4.4 Annual revision of the comprehensive National Multi-hazard Disaster Management Plan.

Objective 4.6

To Develop and 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 land space.

*Safeguard
arable
agricultural
land.*

Strategies:

- 4.1 Safeguard arable agricultural land.
- 4.2 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.
- 4.3 Provide residents with a choice of living environments in urban, suburban and rural settlement locations.
- 4.4 Encourage the creation of diverse, self-contained communities in newly urbanising areas through the development of detailed community plans.
- 4.5 Focus commercial development into key areas in order to capitalise on available or potential land, infrastructure and transportation facilities and to use these resources efficiently.
- 4.6 Create a hierarchy of urban centres each of which is related in function and level of amenities and services to the location and size of the community.
- 4.7 Explore the feasibility of building new cities.

Targets:

- 4.1 The review of the Urban Corridor, Rural Settlements with growth potential and National Park Villages by 2011.
- 4.2 An amended Physical Development Plan every 5 years.



GOAL FIVE: "Upward and onward":

*Enhancing Barbados' Prosperity
and Competitiveness.*

OBJECTIVES

- 5.1 To Substantially Increase Barbados' Annual Sustainable Growth Rate.
- 5.2 To Achieve Full Employment.
- 5.3 To Ensure Strong Macroeconomic Fundamentals.
- 5.4 To Safeguard Food and Nutrition Security.
- 5.5 To Create an Entrepreneurial Society.
- 5.6 To Develop the Information Economy.
- 5.7 To Boost Productivity and Competitiveness.
- 5.8 To Increase the Export of Services and Products.
- 5.9 To Integrate Barbados into the Global Economy.
- 5.10 To Achieve World Class Excellence in the Delivery of Service.
- 5.11 To be a Leading and Preferred Investment Centre in the World.
- 5.12 To Establish a Fully Developed Financial Sector.
- 5.13 To Have the Private Sector Assume a Leading Role in Economic and Social Development.

- 5.14 To Deepen and Broaden Efforts in Research and Development and Innovation.
- 5.15 To Build Stronger Development Partnerships.
- 5.16 To Maximise the Benefits from Participating in the CARICOM Single Market and Economy (CSME).

Objective 5.1

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 innovation and develop a new entrepreneurial culture.

- 5.1 Increase domestic and foreign investment in the public and private sector.
- 5.2 Increase the level of productivity, efficiency and competitiveness of the economy.
- 5.3 Increase innovation and develop a new entrepreneurial culture.
- 5.4 Enhance investment opportunities through the development of financing facilities.
- 5.5 Substantially increase output, especially in the tradable sectors of:
 - tourism, (see appendix pgs. 171-173)
 - international business and financial services, (see appendix pgs. 169-170)
 - manufacturing, (see appendix pgs. 173-174)
 - agriculture and fisheries, (see appendix pgs. 177-180) and
 - cultural industries, (see appendix pgs. 185-186).
- 5.6 Create new export services while expanding existing ones such as cultural, sports, education, professional, construction, computer and health services.

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

- 5.7 Embrace service excellence in both the private and public sector.
- 5.8 Enhance the volume and value of trading on the Barbados Stock Exchange.
- 5.9 Increase the rate of gross national savings and investment.
- 5.10 Use incentives to promote and strengthen linkages between the various productive sectors so that growth in one sector can induce growth in another.
- 5.11 Maintain Barbados' population to sustain the required level of GDP growth.

Targets:

- 5.1 A sustainable annual average growth rate of not less than 5%.
- 5.2 A substantial increase in market capitalisation.
- 5.3 A substantial increase in the rate of gross national savings and investment.
- 5.4 A substantial increase in the export of cultural goods and services.
- 5.5 A sustainable level of population growth.

Objective 5.2

To Achieve Full Employment.

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:

- 5.1 Create new business enterprises and expand existing ones on a sustainable basis.
- 5.2 Develop a modern synergistic manpower planning framework that incorporates the concepts of decent work and the creation of quality jobs.
- 5.3 Facilitate the access of Barbadians to regional, hemispheric and global labour markets.
- 5.4 Develop a new culture of entrepreneurship and cadres of local business entrepreneurs.
- 5.5 Integrate the informal sector into the formal sector.

*Maintain
exchange
rate
stability.*

- 5.6 Facilitate job-based growth through appropriate macroeconomic policies.
- 5.7 Accelerate job-based labour market reform.
- 5.8 Create dynamic and comprehensive labour market information systems to guide and facilitate structured decision-making.
- 5.9 Equip the labour force with the skills to function in the global economy.
- 5.10 Institutionally strengthen the functions of the National Employment Bureau to deliver quality local and overseas employment services to Barbadian citizens.

Targets:

- 5.1 A National Human Resource Development Plan formulated and implemented by 2008.
- 5.2 Database on the informal sector developed by 2009.
- 5.3 An average annual unemployment rate not exceeding 5% by 2025.
- 5.4 A significant reduction in the average duration of unemployment.
- 5.5 A significant incorporation of the informal sector into the formal sector.
- 5.6 A significant increase in human resource development.

Objective 5.3**To Ensure Strong Macroeconomic Fundamentals.****Explanation:**

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

Strategies:

- 5.1 Maintain exchange rate stability.
- 5.2 Develop a framework of fiscal transparency and sustainability.
- 5.3 Maintain a monetary policy stance geared towards the objective of sustainable foreign exchange based growth.

| | | |
|--|--|---|
| <p><i>...ensure that all Barbadians have access to nutritious and healthy foods.</i></p> | 5.4 | Maintain a low and stable rate of inflation. |
| | 5.5 | Achieve full employment. |
| | 5.6 | Maintain a strong and sustainable external position. |
| | 5.7 | Maintain debt sustainability, which is comfortably within the internationally acceptable standard. |
| | 5.8 | Strengthen the investment incentive regime. |
| | 5.9 | Maintain a policy framework where increases in income do not rise in excess of increases in productivity. |
| | Targets: | |
| | 5.1 | An external current account deficit not exceeding 5% of GDP by 2010 and a current account surplus by 2020. |
| | 5.2 | A debt to GDP ratio not exceeding 60% by 2012. |
| | 5.3 | Average fiscal sustainability at a level not exceeding 2.5% of GDP. |
| | 5.4 | Average annual inflation rate not exceeding 2.5%. |
| | 5.5 | Average annual unemployment rate not exceeding 5%. |
| | 5.6 | The import reserve cover not less than 3 months. |
| | 5.7 | A wage-to-GDP ratio not exceeding 30% by 2025. |
| | 5.8 | An annual growth rate not less than 5% by 2025. |
| | Objective 5.4 | |
| | To Safeguard Food and Nutrition Security. | |
| | Explanation: | |
| | <p>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.</p> | |
| | Strategies: | |
| | 5.1 | Develop a national food security programme. |
| | 5.2 | Identify agricultural inputs and products which may be effective substitutes for those that have been traditionally imported. |

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

- 5.3 Advance a trade policy regime to protect sensitive products and minimise the cost of critical inputs.
- 5.4 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.
- 5.5 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.
- 5.6 Define an agricultural green belt for the maintenance of a minimum critical area to facilitate food production.
- 5.7 Ensure that there is a reliable supply of safe and nutritious food at the most economical prices to meet current and future needs.
- 5.8 Promote and institute good agricultural practices.

Targets:

- 5.1 National Food Security Programme developed by 2010.
- 5.2 50% reduction in our dependence on food imports by 2025.

Objective 5.5

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:

- 5.1 Facilitate a mindset change among all Barbadians towards entrepreneurship.
- 5.2 Facilitate easier access to ownership to the means of production among poor Barbadians.

Reform and modernise the banking and non-banking financial sectors to make them more responsive to, and supportive of, new entrepreneurs...

- 5.3 Strengthen entrepreneurship education and training at primary, secondary and tertiary levels.
- 5.4 Continuously develop cadres of young entrepreneurs.
- 5.5 Integrate programmes of credit, advisory, marketing and other relevant assistance that is to be provided to small and start-up businesses.
- 5.6 Facilitate the movement of labour between the public and private sector.
- 5.7 Facilitate the display of creative products and ideas generated by secondary and tertiary students.
- 5.8 Facilitate the mentoring of potential young entrepreneurs through attachments to established business persons.
- 5.9 Encourage promising graduates at secondary and tertiary levels to enter the world of business.
- 5.10 Facilitate and promote the development of small and medium-sized enterprises.
- 5.11 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.
- 5.12 Continuously identify and develop potentially lucrative niche areas through which young entrepreneurs can focus their efforts and resources.

Targets:

- 5.1 A substantial increase in the number of globally competitive Barbadian entrepreneurs by 2025.
- 5.2 A significant increase in the number of new business enterprises and in the rate of expansion of existing ones.

Objective 5.6

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.

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

Strategies:

- 5.1 Create the information architecture, infrastructure and human resources capacity for the information economy.
- 5.2 Continue to liberalise the telecommunications sector to make it more competitive and cost efficient.
- 5.3 Establish Barbados as a research and development centre in science and technology.
- 5.4 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.
- 5.5 Establish the legislative, fiscal and training framework to stimulate the development of information industries.
- 5.6 Establish a comprehensive e-government system.
- 5.7 Develop a comprehensive national information and communications policy.
- 5.8 Establish a website that allows Barbadians to register the services they want to provide.

Targets:

- 5.1 Enhanced national information services offered by the libraries, archives and the Registration Department by 2010.
- 5.2 Commercially oriented Government Postal Services by 2010.
- 5.3 Establishment of a cutting edge information society by 2025.
- 5.4 Achievement of a substantial computer literacy rate among all Barbadians.
- 5.5 At least one computer in each household.
- 5.6 At least one computer per office desk in both the public and private sector.
- 5.7 A substantial increase in the range of business services utilising modern and up-to-date information and communications technology.

Objective 5.7**To Boost Productivity and Competitiveness.****Explanation:**

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

Strategies:

*Reduce the
costs
of doing
business in
Barbados.*

- 5.1 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 bureaucratic impediments to doing business;
 - Implementing a judicious mix of fiscal and monetary policies.
- 5.2 Ensure that resources are channelled into the most productive activities.
- 5.3 Encourage organisational performance and service excellence.
- 5.4 Create a framework of incentives, recognition and rewards for excellence in research and innovation.
- 5.5 Establish and maintain a series of internationally recognised sectoral indicators to measure increases or decreases in productivity over time.
- 5.6 Develop a national productivity policy.
- 5.7 Develop appropriate performance-based incentive schemes.
- 5.8 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.
- 5.9 Develop a holistic framework for enhancing and monitoring both price and non-price international competitiveness.

Targets:

- 5.1 Productivity indicators developed across all sectors by 2011.
- 5.2 A substantial increase in the rate of national output.
- 5.3 A significant increase in the number of new enterprises established and licensed.
- 5.4 A substantial increase in Barbados' international price and quality competitiveness.

Objective 5.8**To Increase the Export of Services and Products.****Explanation:**

Barbados must become a highly competitive exporter of services and products. In this regard, it should give greater emphasis to the development of cultural industries. These industries are directly related to employment, entrepreneurship, wealth creation, and the empowerment of our people.

Strategies:

- 5.1 Encourage the development and export of legal, educational, health, sports, cultural, professional and other services.
- 5.2 Expand and improve tourism, international business and financial services.
- 5.3 Rationalise and modernise agricultural and manufacturing output for export to niche markets.
- 5.4 Promote Barbados as a hub for regional, hemispheric and international business activity.
- 5.5 Establish Barbados as a centre for the re-export of services and products.
- 5.6 Enhance and defend the integrity of the financial services sector.
- 5.7 Strengthen institutional capacity for the development and promotion of exports.
- 5.8 Develop and facilitate appropriate incentives and other stimuli for export development.

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

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

5.9 Promote and facilitate the development of the cultural industries and encourage the export of cultural products.

Targets:

5.1 Export Barbados Inc. established by 2007.

5.2 Substantial increase in exports by 2020.

5.3 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
- cultural industries and
- new and existing export service areas.

5.4 A significant increase in the penetration of new markets.

Objective 5.9

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.

Strategies:

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

5.2 Maximise our opportunities in services within the Americas, Europe and other regions.

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

| | | |
|---|---|--|
| <i>Service delivery will therefore assume a very significant role in Barbados' efforts to achieve and maintain a competitive margin in the global business environment.</i> | 5.4 | Initiate an informal global network of like-minded states to exchange information and build strategic alliances and smart partnerships. |
| | 5.5 | 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. |
| | 5.6 | Establish Barbados as a hub for international arbitration. |
| | Targets: | |
| | 5.1 | Establishment of Barbados as a dominant place among the global leaders in the areas of finance, trade, investment and information technology. |
| | Objectives 5.10 | |
| | 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 organisation, 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. | |
| | Strategies: | |
| 5.1 | Gather on a continuous basis, empirical information on the nature, causes and effects of the perceived customer service delivery deficiencies. | |
| 5.2 | Develop a range of standards that must be in place for Barbados to attain the status of a world-class provider of service. | |
| 5.3 | Implement service quality training across all sectors of the economy. | |
| 5.4 | Build public awareness to generate interest and inspire action relative to service excellence within the entire population. | |

| | | |
|---|---|---|
| <p><i>Build a fully investment friendly environment conducive to both local and foreign investment.</i></p> | 5.5 | Create a framework of incentives, recognition and rewards for service excellence. |
| | 5.6 | Build the institutional capacity to develop and promote service excellence. |
| | Targets: | |
| | 5.1 | Achievement of global excellence in the delivery of service by 2015. |
| | Objective 5.11 | |
| | 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: | |
| | 5.1 | Build a fully investment friendly environment conducive to both local and foreign investment. |
| | 5.2 | Bring the responsibility for administering all investment incentives under one central authority. |
| | 5.3 | Consolidate, strengthen and market the framework of investment incentives. |
| | 5.4 | Encourage, through fiscal incentives, investment and sustainable growth in the tradable sectors. |
| | 5.5 | Revise and consolidate investment incentives, legislation and regulations to reflect regional, hemispheric and global harmonisation policies. |
| | Targets: | |
| | 5.1 | Establishment of a Central Investment Authority by 2010. |
| | 5.2 | A top-five investment hub in the Americas by 2015. |

Objective 5.12**To Establish a Fully Developed Financial Sector.****Explanation:**

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

Strategies:

- 5.1 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 and globally liberalised and competitive financial system.
- 5.2 Work with like-minded states to reform international financial institutions to ensure that decisions are made democratically by both developed and developing countries alike.
- 5.3 Foster financial market efficiency.
- 5.4 Develop an early warning system based on a clearly defined set of financial sector soundness indicators.
- 5.5 Pursue policies of monetary and financial integration that do not compromise the future well-being of Barbadians.
- 5.6 Transform Barbados' Stock Exchange into a hub of choice for regional, hemispheric and global securities trading.
- 5.7 Develop and modernise the non-banking financial sector to boost savings and entrepreneurial activity.
- 5.8 Expand the range of financial assets in which Barbadians can invest.

Targets:

- 5.1 An independent early warning system by 2012.
- 5.2 Achievement of a strong form of market efficiency by 2020.
- 5.3 Financial market development comparable to world-class financial services domiciles by 2025.

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

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

5.5 A significant increase in market capitalisation.

5.6 Substantial growth in the non-bank financial sector.

Objective 5.13

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

Explanation:

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

Strategies:

5.1 Strengthen and expand public and private sector partnerships.

5.2 Strengthen private sector institutions.

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

5.4 Strengthen management within the private sector.

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

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

Targets:

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

... the private sector will have to make a substantially higher contribution to this transformation process.

Objective 5.14**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:

- 5.1 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.
- 5.2 Develop national awards for excellence in research and development.
- 5.3 Establish a research and development fund.

Targets:

- 5.1 A research and development fund by 2008.
- 5.2 A national research and development and innovation centre established by 2010.
- 5.3 Establishment of a national award scheme for excellence in research and innovation no later than 2010.

Objective 5.15**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.

*... an
innovative
culture will
have to
be
cultivated...*

*The
CARICOM
Single
Market and
Economy
will offer
Barbados an
enlarged and
favourable
market...*

Strategies:

- 5.1 Undertake an international technical cooperation expansion project to enhance the scope of international technical cooperation with countries and agencies.
- 5.2 Build stronger and more effective strategic alliances through partnership arrangements with existing countries and agencies.
- 5.3 Strengthen the institutional capacity to more effectively manage international technical cooperation.

Targets:

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

Objective 5.16

To Maximise the Benefits from Participating in CARICOM Single Market and Economy (CSME).

Explanation:

The CARICOM Single Market and Economy will offer Barbados an enlarged and favourable market in which to sell its goods and services. It will also provide a framework for the enhancement of volume, range and competitiveness of its goods and services and will create expanded opportunities for Barbadian labour. Further, the CSME through its enhanced external co-ordination, will provide Barbados with greater bargaining power when negotiating at the international level.

Strategies:

- 5.1 Take the lead in promoting the broadening, deepening and acceleration of the CSME.
- 5.2 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.
- 5.3 Prepare citizens and businesses in Barbados to function in the CSME arrangement through, among other things, the provision of information and the introduction of the appropriate domestic legislation.

*Exploit to
the fullest
the regional
market for
the export of
services*

- 5.4 Enhance the production of Barbadian enterprises so as to allow them to become more viable and competitive.
- 5.5 Encourage Barbadian businesses to spearhead Pan-CARICOM investment and production initiatives.
- 5.6 Exploit to the fullest the regional market for the export of services and the employment of Barbadian labour.
- 5.7 Utilise the CARICOM Single Market and Economy to facilitate Barbados' integration into the global economy.

Targets:

- 5.1 A significant expansion of Barbados' exports to the CSME.
- 5.2 Establishment of Pan-Caribbean companies by Barbadian businessmen.



Rihanna

GOAL SIX: “Strict guardians of our heritage”:

Branding Barbados Globally.

OBJECTIVES

- 6.1 To Fashion the Brand.
- 6.2 To Market the Brand.

Objective 6.1

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:

- 6.1 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).
- 6.2 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.
- 6.3 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, a healthy and beautiful environment, culture, music and art, etc.)

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

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

- 6.4 Identify new initiatives that enhance the Barbados Model.
- 6.5 Promote and facilitate a nation-wide celebration of the Barbados Brand and the Barbados Model.
- 6.6 Establish mechanisms to develop and protect the intellectual property rights of individuals, corporations and the entire society as they brand Barbados globally.

Targets:

- 6.1 Comprehensive intellectual property legislation and mechanisms developed by 2007.
- 6.2 Creation of an international cricket academy by 2010.
- 6.3 Creation of an international trade union centre by 2012.
- 6.4 Creation of an international human development centre by 2020.
- 6.5 Establishment of a hemispheric centre for good governance by 2025.

Objective 6.2

To Market the Brand.

Explanation:

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

Strategies:

- 6.1 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.
- 6.2 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.

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

- 6.3 Engage the Barbadian diaspora in promoting the Barbados Brand and Model.
- 6.4 Use the internet, short wave radio and other media for marketing Barbados globally.
- 6.5 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.
- 6.6 Further market Barbados as a premier world tourism destination and international business and financial services domicile.
- 6.7 Market Barbados as a premier international zone of peace, security and political and social stability.

Targets:

- 6.1 Universal recognition of the Barbados Brand by 2025.
- 6.2 A top-ten tourism destination in the world.
- 6.3 A world-class international business and financial services domicile.
- 6.4 The number one nation of peace, security, political and social stability in the world.

VIII. FINANCIAL RESOURCES

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

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 2006 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 Tom Adams Financial Centre



IX. IMPLEMENTATION

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

The full implementation of the goals, objectives and strategies set out in the Plan is vital to the realisation 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 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 Economic Affairs and Development 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 Economic Affairs and Development 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. Its first task will be to prepare an Operational Plan.

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

There shall be a Report laid in Parliament every two years, in November, to give account of the progress toward the attainment of the strategic goals herein.

X. PLANNING MATRIX

| GOAL ONE: "Inspired, exulting, free": <i>Unleashing the Spirit of the Nation.</i> | | | |
|---|--|---|--|
| Objectives | Strategies | Targets | Indicators |
| 1.1 To Strengthen the National Identity. | <p>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.</p> <p>1.2 Foster in each Barbadian the self-confidence to seize the opportunities offered by the knowledge-based economy.</p> <p>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.</p> <p>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.</p> <p>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.</p> <p>1.6 Create a national think-tank to engage in continuous</p> | <p>1.1 The enactment of the Preservation of Antiquities Act by 2007.</p> <p>1.2 The commemoration of the bicentennial of the abolition of the slave trade in 2007.</p> <p>1.3 Ratification of International Conventions including:-</p> <ul style="list-style-type: none"> - the UNESCO Convention on the Protection and Promotion of the Diversity of Cultural Expressions; - the Underwater Cultural Heritage Convention; - the Convention on the Intangible Cultural Heritage; - the UNIDROIT Convention. <p>1.4 The establishment of a slave museum by 2015.</p> <p>1.5 The achievement of international heritage status for Barbados' heritage sites such as, the Barbados Slave Route.</p> <p>1.6 The establishment of university-based programmes on heritage resource management.</p> <p>1.7 Three public awareness seminars each year.</p> | <p>1.1 Available legislation on the Preservation of Antiquities by 2007.</p> <p>1.2 Commemoration of the bicentennial of the abolition of the slave trade.</p> <p>1.3 Ratification of International Conventions on Culture.</p> <p>1.4 Commissioning of a slave museum by 2015.</p> <p>1.5 Number of internationally recognised Barbadian heritage sites.</p> <p>1.6 Number of public seminars held each year.</p> <p>1.7 Number of university-based programmes on heritage resource management.</p> |

| Objectives | Strategies | Targets | Indicators |
|------------|--|---------|------------|
| | <p>visionary thinking and strategic analysis of the Barbadian, regional, hemispheric and global environment.</p> <p>1.7 Develop a national education programme to teach, promote and celebrate the history of Barbados and what it means to be Bajan.</p> <p>1.8 Strengthen the institutions that promote Barbadian culture and agencies responsible for community development.</p> <p>1.9 Develop programmes that promote a strong and healthy family life and adherence to traditional moral and ethical values.</p> <p>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.</p> <p>1.11 Encourage cultural institutions to promote our cultural heritage by recognising our traditional knowledge bearers and the role they have played to enhance cultural development in the country.</p> <p>1.12 Promote the continuous development and protection of our heritage sites and resources.</p> <p>1.13 Identify and earmark resources for expanding and upgrading the country's museums, archives and libraries based on an approach that rationalises the present offerings to the greater benefit of the Barbadian people.</p> | | |

| Objectives | Strategies | Targets | Indicators |
|------------|--|---------|------------|
| | <p>1.14 Promote deeper private sector involvement and investment in the development and management of heritage sites and resources.</p> <p>1.15 Promote and establish educational programmes and projects in primary and secondary schools, tertiary institutions and throughout society towards educating our young people about their heritage.</p> <p>1.16 Promote and support activities geared towards the protection of our heritage to ensure the connection to our past as well as to fashion how we act in the present and what new efforts we must inculcate to progress into the future.</p> <p>1.17 Continue to promote and support international conventions which provide for the preservation, development and international recognition of cultural heritage and diversity.</p> <p>1.18 Facilitate and promote the development of cultural expertise and culture as a genuine career choice.</p> <p>1.19 Facilitate evidence-based policy development and programme development through expanded research and development.</p> <p>1.20 Use Barbados' cultural heritage to brand Barbados globally.</p> | | |

| Objectives | Strategies | Targets | Indicators |
|--|---|--|---|
| 1.2 To Reaffirm Self-reliance, Pride and Adaptability. | <p>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.</p> <p>1.2 Instil throughout our nation positive attitudes to civic engagement, social interaction, work, saving and investment, spread the message that quality of life is something that must be earned.</p> <p>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.</p> <p>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.</p> <p>1.5 Encourage enterprise development, entrepreneurship and self-employment.</p> <p>1.6 Encourage greater participation in institutions and programmes designed to build character and promote nation building.</p> <p>1.7 Develop stronger partnerships between the state and communities.</p> <p>1.8 Promote and engender pride in the use of indigenous products.</p> | <p>1.1 The establishment of Interpretive Centres and programmes which highlight the role of Barbadians in the development of the economy and society by 2015.</p> <p>1.2 Significant increase in the membership and asset-base of credit unions and co-operative societies.</p> <p>1.3 Significant reduction in the number of persons reliant upon the state for welfare services.</p> <p>1.4 Significant expansion in self-employment.</p> <p>1.5 Significant expansion in education and awareness programmes that promote self-reliance in Barbadians of all ages.</p> | <p>1.1 Commissioning of Interpretive Centres by 2015.</p> <p>1.2 Number of programmes on the development of the Barbadian economy and society.</p> <p>1.3 % increase in the number of education and awareness programmes that promote self reliance.</p> <p>1.4 % increase in the membership of credit unions and co-operative societies.</p> <p>1.5 % increase in the dollar value of the asset-base of credit unions and co-operative societies.</p> <p>1.6 % reduction in the number of persons reliant on welfare services.</p> <p>1.7 % increase in the number of self-employed persons.</p> |

| Objectives | Strategies | Targets | Indicators |
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| | <p>1.9 Develop those elements of our cultural expression which can be turned into meaningful, organised, systematic activities geared towards economic advancement of the entire community.</p> <p>1.10 Develop programmes and strategies that build confidence, encourage goal building and resourcefulness, and facilitate the empowerment of all persons in society.</p> | | |
| 1.3 To Build Social Cohesion. | <p>1.1 Find creative ways of reconciling race, differences of class, culture and generation through social interaction, shared activities and a shared vision of Barbados.</p> <p>1.2 Create a dynamic, vibrant and extended public space where different races, groups, generations and classes can mingle in physical and social activities so as to create mutual respect, tolerance and build community.</p> <p>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.</p> | <p>1.1 The development of programmes to market and promote social cohesion by 2008.</p> <p>1.2 The establishment of symbolic socially cohesive events by 2008.</p> <p>1.3 The development of education programmes on values across society by 2010.</p> <p>1.4 Substantial increase in the extent of social interaction between races, persons of different cultures and classes.</p> <p>1.5 Significant increase in the number of community-based groups and organisations.</p> | <p>1.1 Number of programmes developed which market and promote social cohesion by 2008.</p> <p>1.2 Number of symbolic socially cohesive events by 2008.</p> <p>1.3 Number of education programmes on values by 2010.</p> <p>1.4 % increase in the number of interracial marriages.</p> <p>1.5 % increase in the number of registered community-based organisations.</p> |

| Objectives | Strategies | Targets | Indicators |
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| | <p>1.4 Promote, through education and culture, the values and attitudes necessary for building trust and social cohesion.</p> <p>1.5 Enhance social interaction and trust by ensuring that housing in Barbados embraces all income groups and has community facilities.</p> <p>1.6 Create avenues at the national level for different races, groups, cultures, 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.</p> <p>1.7 Redevelop and upgrade all depressed urban and rural communities.</p> <p>1.8 Find innovative ways of fully integrating Persons With Disabilities into all spheres of economic and social activity.</p> <p>1.9 Undertake appropriate programmes to facilitate the re-integration into society of persons who have served prison sentences.</p> <p>1.10 Encourage the development of programmes that reinforce the attitudes and values relevant and necessary for social cohesion and peaceful co-existence, devising as well policies and programmes to address the negative and dysfunctional cultural values and practices to which children and young people are increasingly and uniquely susceptible.</p> | <p>1.6 Substantial increase of Persons With Disabilities in the workforce and in self-employment.</p> | <p>1.6 % increase in the number of Persons With Disabilities in the workforce and in self-employment.</p> |

| Objectives | Strategies | Targets | Indicators |
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| | 1.11 Promote the benefits of the diversity of Barbados' ethnicity so that we become a society that promotes tolerance, respect for others and peace in communities through cultural education. | | |
| 1.4 To Ensure Social Justice. | <p>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.</p> <p>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.</p> <p>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.</p> <p>1.4 Eradicate material poverty and the marginalisation and stigmatisation of the poor through an expanded range of new social and economic opportunities.</p> <p>1.5 Ensure that the rights of all, particularly Persons With Disabilities and other vulnerable groups, are clearly articulated and protected in all aspects of our society.</p> | <p>1.1 The establishment of a Commission for Social Justice by 2008.</p> <p>1.2 Integrity legislation developed by 2008.</p> <p>1.3 The passage of Anti-Discrimination Legislation by 2008.</p> <p>1.4 Expansion in the provision of free legal services by 2010.</p> <p>1.5 The review and revision of all laws that still provide for the stigmatisation of the poor and disadvantaged by 2010.</p> <p>1.6 The establishment of Interpretive Centres which facilitate an understanding of the law, civics and the consequences of social interaction by 2010.</p> <p>1.7 An enhanced position of Barbados on the Rule of Law Index.</p> | <p>1.1 Inauguration of the Commission for Social Justice by 2008.</p> <p>1.2 Availability of integrity legislation by 2008.</p> <p>1.3 % increase in the number of persons accessing free legal services by 2010.</p> <p>1.4 Number of laws reviewed and revised by 2010.</p> <p>1.5 Commissioning of Interpretive Centres on law, civics and social interaction by 2010.</p> <p>1.6 Barbados' position on the Rule of Law Index.</p> |

| Objectives | Strategies | Targets | Indicators |
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| | <p>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.</p> <p>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.</p> <p>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.</p> <p>1.9 Develop fora for dealing with perceived social injustices.</p> <p>1.10 Conduct an education awareness drive to educate all Barbadians of their fundamental rights and responsibilities under the Constitution.</p> <p>1.11 Continue to support the development of an independent and responsible media.</p> <p>1.12 Give greater and sustained attention to the systematic collection, analysis and dissemination of data relating to social policy.</p> <p>1.13 Develop anti-discrimination legislation to address the violation of human rights, racial discrimination and discrimination based on gender, age and disability.</p> | | |

| Objectives | Strategies | Targets | Indicators |
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| 1.5 To Facilitate Self-expression, Creativity, Personal Development and Self-actualisation. | <p>1.1 Create and enhance conduits for self-expression and personal development by developing the arts and cultural industries.</p> <p>1.2 Develop an environment conducive to creative expression in other aspects of life, such as in business endeavours and interactions with civil society.</p> <p>1.3 Foster and promote the development of community spaces across the country for the creation, production and presentation of the dynamic Barbadian cultural expressions.</p> <p>1.4 Foster and promote co-production and publishing agreements both locally and internationally between local and foreign publishing companies geared towards expansion of opportunities for artists and the wider community to tell their story.</p> <p>1.5 Provide incentive funding to artists and arts institutions in order to enable them to better reflect, present and interpret the values of the people for the people.</p> <p>1.6 Foster and promote opportunities throughout the educational system for young people to engage freely in critical thinking and creative expression with respect to their thoughts and experiences.</p> <p>1.7 Engage in domestic film and video production geared at telling Barbadian stories for broadcast both locally and internationally.</p> | <p>1.1 Establishment of a Film and Media Commission by 2007.</p> <p>1.2 Creation of a National Performing Arts School by 2008.</p> <p>1.3 Establishment of a National Programming Fund to assist in the funding of local films and programmes by 2008.</p> <p>1.4 The participation in the Smithsonian Folk Life Festival by 2010.</p> <p>1.5 The hosting of CARIFESTA in 2010.</p> <p>1.6 Creation of a Creative Arts and Design Centre by 2011.</p> <p>1.7 The full implementation of the recommendations of the Taskforce on the Development of the Cultural Industries by 2015 but with the passage of the Cultural Industries Act by 2008.</p> <p>1.8 Significant increase in the number of artistes.</p> <p>1.9 The participation of Barbadian artistes in at least 5 international events per annum.</p> | <p>1.1 Inauguration of a Film and Media Commission by 2007.</p> <p>1.2 Inauguration of a National Performing Arts School by 2008.</p> <p>1.3 Number of Barbadian artistes participating in the Smithsonian Folk Live Festival by 2010.</p> <p>1.4 CARIFESTA held in Barbados in 2010.</p> <p>1.5 Inauguration of a Creative Arts and Design Centre by 2011.</p> <p>1.6 Number of recommendations of the Taskforce on the Development of the Cultural Industries by 2015.</p> <p>1.7 % increase in the number of new artistes.</p> <p>1.8 Number of international events at which Barbadian artistes participate each year.</p> |

| Objectives | Strategies | Targets | Indicators |
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| | <p>1.8 Protect and promote all cultural expressions and products developed by the Barbadian people throughout our history including European and African influence, folklore, Bajan dialect, and intellectual and artistic expression.</p> <p>1.9 Encourage and promote the transmission of local productions through communication mediums.</p> <p>1.10 Give direction and support to existing institutions to make them more responsive to the needs of artists to interpret the lives of the Barbadian people.</p> <p>1.11 Encourage and facilitate community-based initiatives that are geared at providing local artists with greater scope for the exhibition and marketing of their works.</p> <p>1.12 Facilitate the establishment of creative and craft centres.</p> <p>1.13 Protect and promote the right of the people to express themselves freely as well as their right to capitalise on that expression through the promotion of intellectual property rights, copyright, patents, trademarks and through the establishment of instruments that will enable artists/people to recover revenue that may accrue to them for the use of those expressions all over the world.</p> <p>1.14 Encourage and promote programmes in schools and the wider community geared towards the establishment of a strong cadre of dynamic, vibrant young artists that demonstrate excellence associated with our cultural tradition.</p> | | |

| GOAL TWO: "Firm craftsmen of our fate": <i>New Governance for New Times.</i> | | | |
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| Objectives | Strategies | Targets | Indicators |
| 2.1 To Strengthen the Constitution. | <p>2.1 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.</p> <p>2.2 Reinforce the Social Partnership by strengthening its institutional capacity and by anchoring it in the Constitution.</p> | <p>2.1 Revised Constitution in place.</p> <p>2.2 Additional Social Partnership Arrangements.</p> | |
| 2.2 To Enhance Popular Political Participation. | <p>2.1 Take initiatives to strengthen popular political participation through the empowerment of communities.</p> <p>2.2 Strengthen the political party system.</p> <p>2.3 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.</p> <p>2.4 Re-kindle the interest of the young people in civic matters through educational and other programmes.</p> <p>2.5 Undertake an analysis of the need for the Reform of Parliament and its procedures.</p> | <p>2.1 Analysis relating to the Reform of Parliament and its procedures completed by 2010.</p> <p>2.2 70% voter turnout by 2025.</p> | 2.1 Number of registered voters casting ballots. |
| 2.3 To Strengthen Civil Society. | 2.1 Make governance more transparent and accountable in the public sector, civil society and the business community. | <p>2.1 Charter of Rights for Civil Society created by 2007.</p> <p>2.2 Freedom of Information Act developed by 2008.</p> | <p>2.1 Freedom of Information Act enacted.</p> <p>2.2 Charters of rights legislation enacted.</p> |

| Objectives | Strategies | Targets | Indicators |
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| | <p>2.2 Promote the role of the private sector, trade unions, non-governmental organisations and civic-based organisations in transparent and accountable governance.</p> <p>2.3 Enhance the independent role of the media and ensure greater access to information.</p> <p>2.4 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.</p> <p>2.5 Equip civil society with the tools necessary to contribute in a substantive way to national decision-making and the implementation of national initiatives.</p> <p>2.6 Assist in the development and empowerment of a civil society that is self-reliant and non-partisan.</p> | | |
| 2.4 To Remodel the Public Service. | <p>2.1 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.</p> <p>2.2 Promote greater openness, transparency and accountability in the operations of central government as well as in the operations of public enterprises.</p> | <p>2.1 The enactment by 2007 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.</p> <p>2.2 The creation of the Central Information Management Agency by 2008 to champion the Government's E-government strategy and programmes which will be geared at ensuring the optimum use of</p> | <p>2.1 The number of organisational reviews completed.</p> <p>2.2 The enactment of the new Public Service Act.</p> <p>2.3 The number of complaints received by Government agencies in respect of access to information.</p> <p>2.4 The number of employees trained in the new performance management system.</p> |

| Objectives | Strategies | Targets | Indicators |
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| | <p>2.3 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.</p> <p>2.4 Remodel various aspects of the public service to reduce bureaucracy and increase efficiency and effectiveness through performance-based initiatives.</p> <p>2.5 Integrate modern information and communications technologies into the operations of government to facilitate maximum operational efficiency.</p> <p>2.6 Promote the development of a more customer and service delivery oriented public service.</p> <p>2.7 Build the human resource capacity within the public service to allow it to operate at maximum potential.</p> <p>2.8 Ensure that the public service has the human resource capacity and appropriate organisational structures to facilitate the efficient and effective attainment of national goals.</p> <p>2.9 Reform the multi-processes across the Public Service to create an efficient and time effective sector.</p> | <p>information and communications technology to achieve maximum operational efficiency in the public service.</p> <p>2.3 The development of a mandatory strategic training programme for the Public Service by 2008.</p> <p>2.4 The establishment of ten-customer charters in Public Sector agencies through consultation with stakeholders by 2008.</p> <p>2.5 Elimination of multi-processes across the Public Service by 2010.</p> <p>2.6 Introduction in all ministries by 2010, a revamped performance management system which appraises the performance of employees on objective and measurable work outputs.</p> <p>2.7 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.</p> <p>2.8 Completion of organisational reviews of each Ministry by 2015 to ensure that existing structures are appropriate to the attainment of organisational goals.</p> | <p>2.5 The number of agencies implementing the performance management system.</p> <p>2.6 The Central Information Management Agency (CIMA) established and operational.</p> <p>2.7 The number of charters established by 2008 or at intervals in between 2008.</p> <p>2.8 A training plan for the public service developed and implemented.</p> <p>2.9 A manpower resources plan developed and implemented.</p> |

| Objectives | Strategies | Targets | Indicators |
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| 2.5 To Protect our Nation. | <p>2.1 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.</p> <p>2.2 Develop programmes to deal with external threats that arise from the proliferation of transnational crime such as, the trafficking in persons and illegal drugs; smuggling of arms, explosives, technology and exotic animals; money laundering and terrorism.</p> <p>2.3 Work with like-minded states in relevant international fora to achieve a global order based on the rule of law, security, justice and equity.</p> <p>2.4 Take initiatives to prevent and, where possible minimise the incidence of crime, lawlessness and corruption in order to provide and maintain a safe, secure and stable environment in which law-abiding persons can live, invest, work and conduct business.</p> <p>2.5 Enhance the system of information and intelligence sharing among the security agencies and forces.</p> <p>2.6 Amend legislation pertaining to National Security, including the essential services legislation, to ensure that it reflects emerging challenges.</p> | <p>2.1 Integrated national security plan developed by 2008.</p> <p>2.2 Modernised National Security framework by 2010.</p> <p>2.3 Implementation of National Plan on Justice, Peace and Security by 2012.</p> <p>2.4 A significant reduction in crime by 2025.</p> | <p>2.1 National Crime statistics.</p> <p>2.2 Integrated national security plan in place.</p> <p>2.3 Enactment of modern Security Legislation.</p> |

| Objectives | Strategies | Targets | Indicators |
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| 2.6 To Maintain Harmonious Industrial Relations. | <p>2.1 Strengthen and enhance the Social Partnership as an instrument for civic engagement, productivity improvements and for building social cohesion.</p> <p>2.2 Create new and better fora for dialogue between workers and employers.</p> <p>2.3 Undertake institutional strengthening of the Labour Department to ensure the effective delivery of core functions such as conciliation, inspections and complaints investigation.</p> <p>2.4 Create an enabling environment for economic growth and development as well as for safeguarding the fundamental rights of workers.</p> <p>2.5 Promote labour management cooperation and good work practices at the level of the enterprise to address the decent work deficit.</p> <p>2.6 Promote the concept of decent work in small and medium-sized enterprises, as well as in the informal sector.</p> <p>2.7 Compile a comprehensive and consolidated framework of laws and regulations to govern industrial relations practices.</p> <p>2.8 Establish a National Labour Code which sets out guidelines for both employer and employee behaviour in the workplace.</p> <p>2.9 Maintain an environment that allows</p> | <p>2.1 Employment Rights Legislation enacted by 2007.</p> <p>2.2 Sexual Harassment Legislation on the statute books by the end of 2007.</p> <p>2.3 Formulation of Migrant Workers Legislation by 2007.</p> <p>2.4 Occupational Safety and Health Codes of Practice for specific sectors beginning with Agriculture and Construction by the end of 2007.</p> <p>2.5 Minimum Wages legislation enacted by the end of 2010.</p> <p>2.6 Trade Union Recognition Legislation by 2010.</p> <p>2.7 Establishment of the National Labour Code by 2010.</p> <p>2.8 Amended legislation such as the Shop Act and the Holiday with Pay Act to address the decent work deficit.</p> <p>2.9 Establishment of functional workplace committees to promote good industrial relations practices, occupational safety and health and wellness programmes at the level of the enterprises.</p> <p>2.10 Continued educational programmes geared towards promotion of labour-management cooperation and fostering of occupational safety and health culture.</p> | <p>2.1 Quarterly and annual statistics on Occupational Accidents.</p> <p>2.2 Number of workplace committees established under the Safety and Health at Work Act.</p> <p>2.3 Quarterly and annual statistics on the number of Work Stoppages.</p> <p>2.4 Quarterly and annual statistics on the number of industrial disputes.</p> <p>2.5 Number of national insurance injury and accident claims.</p> <p>2.6 Number of NIS injury benefits payments.</p> |

| Objectives | Strategies | Targets | Indicators |
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| | <p>trade unions to function effectively and that encourages fundamental ILO conventions and basic rights such as freedom of association, collective bargaining and the right to join a union.</p> <p>2.10 Facilitate trade union rights to have their leaders released for training.</p> <p>2.11 Facilitate the elevation of trade union training to certification level.</p> <p>2.12 Facilitate the needs and protect the rights of migrant workers through the formulation of a structured and comprehensive migrant workers legislation.</p> <p>2.13 Promote an Occupational Safety and Health culture.</p> | | |

| GOAL THREE: "Strength and unity": <i>Building Social Capital.</i> | | | |
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| Objectives | Strategies | Targets | Indicators |
| 3.1 To Expand the Level and Quality of Education and Training. | <p>3.1 Continue the educational initiatives of the Education Sector Enhancement Programme (EDUTECH) and the Curriculum Reform Programme to ensure that everyone is educated to his or her full potential.</p> <p>3.2 Promote at all educational levels, the development of critical-thinking skills and an entrepreneurial outlook.</p> <p>3.3 Increase access to, and enrolment in, tertiary education using appropriate modalities such as distance and e-learning to facilitate the achievement of a graduate in every Barbadian household.</p> <p>3.4 Enhance adult education, training and lifelong learning.</p> <p>3.5 Equip the population with skills to function in the global economy.</p> <p>3.6 Enhance the intellectual capability of the public to research, analyse and understand global processes that may impact on Barbados.</p> <p>3.7 Provide universal access to nursery education.</p> <p>3.8 Promote the improvement and strengthening of technical and vocational education and training.</p> <p>3.9 Promote a judicious mix of private and public sector involvement in the provision of education and training opportunities.</p> | <p>3.1 Internationally recognised accreditation agencies established by 2008.</p> <p>3.2 75% certification of all students leaving secondary school by 2012.</p> <p>3.3 70% of persons age 18-30 either enrolled in or having tertiary education by 2025.</p> <p>3.4 100% literacy rate.</p> <p>3.5 Significant growth in the development of knowledge-based, high value services.</p> <p>3.6 100% access to computers and information and communications technology for all Barbadian households.</p> | <p>3.1 Number of international recognised accreditation agencies established by 2008.</p> <p>3.2 Proportion of children leaving secondary school with certification by 2012.</p> <p>3.3 Proportion of persons age 18-30 with tertiary education and enrolled in tertiary education.</p> <p>3.4 100% literacy rate.</p> |

| Objectives | Strategies | Targets | Indicators |
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| | <p>3.10 Encourage the use of public libraries and community technology centres as avenues to access distance education and web-based learning.</p> <p>3.11 Expand the capacity to undertake diagnostic testing for those who may have learning disabilities and who may be sight and/or hearing impaired.</p> | | |
| 3.2 To Improve the Health of all Barbadians. | <p>3.1 Enhance public health by the promotion of self-care and healthy lifestyles, especially in view of the growing incidence of chronic diseases.</p> <p>3.2 Expand the range and improve the quality of delivery and management of health services.</p> <p>3.3 Continue to reduce the spread of HIV/AIDS and minimise its negative impact.</p> <p>3.4 Improve information systems and undertake research, monitoring and evaluation to support decision-making with respect to HIV/AIDS.</p> <p>3.5 Continue to reduce and prevent substance abuse, and mitigate its destructive impact, especially among young people.</p> <p>3.6 Continue to strengthen human resources by providing training opportunities for all cadres of health personnel.</p> <p>3.7 Improve the capacity of the health system to train, manage and measure the competency of health professionals.</p> | <p>3.1 Adoption of the Barbados National Anti-Drug Plan by 2007.</p> <p>3.2 A National Multi-Sector HIV/AIDS Programme established by 2008.</p> <p>3.3 Development of a Comprehensive Health Sector Succession Planning Programme by 2009.</p> <p>3.4 State-of-the-Art Cardiac Clinic established by 2009.</p> <p>3.5 National Mental Health Commission established by 2012.</p> <p>3.6 The National Strategic Plan for Health 2002-2012 fully implemented.</p> <p>3.7 A substantial reduction in the use and abuse of illegal drugs by 2025.</p> <p>3.8 A substantial reduction in communicable and non-communicable diseases by 2025.</p> | <p>3.1 Number of initiatives implemented from the Barbados National Anti-Drug Plan by 2007.</p> <p>3.2 Number of initiatives of the National Multi-Sector HIV/AIDS Programme implemented by 2008.</p> <p>3.3 Comprehensive Health Sector Plan developed by 2009.</p> <p>3.4 Commissioning of a Cardiac Clinic by 2009.</p> <p>3.5 Inauguration of a National Mental Health Commission by 2012.</p> <p>3.6 Number of initiatives implemented from the National Strategic Plan for Health 2002-2012.</p> |

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| | <p>3.8 Improve the capacity of the health system to provide anticipated standards of leadership.</p> <p>3.9 Implement measures towards the retention of expertise in health in the context of competition from the global market.</p> <p>3.10 Continue to promote and develop community-based care.</p> <p>3.11 Enhance the regulation of the health care system.</p> <p>3.12 Improve patient satisfaction through the effective, efficient and equitable delivery of quality care.</p> <p>3.13 Continue to reform health information systems to facilitate more evidence-based decision-making, information sharing, programme management and research.</p> <p>3.14 Enhance and upgrade health care infrastructure.</p> <p>3.15 Continue to facilitate access to quality and affordable drugs.</p> <p>3.16 Improve the resilience of the health care system to external impacts and hazards.</p> <p>3.17 Strengthen primary care services provided to infants, teenagers, and adults.</p> <p>3.18 Develop and implement an integrated environmental health management system involving the principles of risk assessment and risk management.</p> | <p>3.9 An increase in the average life expectancy rate for both males and females.</p> <p>3.10 Reduction in the HIV/AIDS infection rate by 75%.</p> | <p>3.7 % reduction in the number of persons institutionalised as a result of the abuse of illegal drugs by 2025.</p> <p>3.8 % reduction in the communicable and non-communicable diseases by 2025.</p> <p>3.9 Average life expectancy of males and females.</p> <p>3.10 Rate of HIV/AIDS infection.</p> |

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| | <p>3.19 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.</p> <p>3.20 Strengthen the mental health programme through improved management of the mental health services, improved clinical services, the enactment of mental health legislation, and improved capacity to provide evidence-based decision-making.</p> | | |
| 3.3 To Ensure Affordable and Quality Shelter for all. | <p>3.1 Ensure access to mortgage financing for an increased number of Barbadians.</p> <p>3.2 Facilitate access to housing and related services, particularly by low and middle-income persons.</p> <p>3.3 Forge dynamic partnerships between the private sector and the public sector for low to middle-income residential construction.</p> <p>3.4 Ensure the development of a high quality and resilient housing stock through the implementation of the National Building Code.</p> <p>3.5 Increase housing densities to utilise scarce land resources.</p> | <p>3.1 Implementation of the National Building Code by 2008.</p> <p>3.2 A substantial increase in the construction of low and middle income houses by 2025.</p> <p>3.3 100% access to all essential services – roads, drainage, water, electricity – for all homeowners by 2025.</p> <p>3.4 Elimination of homelessness by 2025.</p> <p>3.5 Increase in home ownership by 10% per annum.</p> | <p>3.1 % of persons and businesses complying with the National Building Code by 2008.</p> <p>3.2 % increase in the construction of low and middle income houses by 2025.</p> <p>3.3 Number of services available to all homeowners by 2025.</p> <p>3.4 % of homeless persons by 2025.</p> <p>3.5 Proportionate increase in home ownership per annum.</p> |

| Objectives | Strategies | Targets | Indicators |
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| | <p>3.6 Explore new innovative approaches to the provision of shelter including new building techniques and the use of pre-fabricated inputs; the development of housing factories where complete houses are built to order; more high rise structures; and facilitating owner-built houses.</p> <p>3.7 Encourage the development of housing co-operatives where groups and/or institutions come together to facilitate housing development.</p> <p>3.8 Encourage and facilitate the labour movement in its efforts to provide housing for its members.</p> <p>3.9 Create effective working partnerships in developing housing solutions, such as private-public sector partnerships, for providing shelter to vulnerable groups including, the aged, street people, the homeless, Persons With Disabilities and those living below the poverty line.</p> | | |
| 3.4 To Facilitate the Development of Young People and their Contribution to National Development. | <p>3.1 Strengthen the appropriate institutions to deliver broader and more efficient services for the development and protection of young people.</p> <p>3.2 Improve the use of information and communications technology in youth education and training programmes.</p> | <p>3.1 An infusion of information and communications technology in all youth education and training programmes by 2010.</p> <p>3.2 The achievement and maintenance of 90% participation in the National Youth Service programme by 2010.</p> | <p>3.1 Proportion of youth programmes utilising comprehensive information and communications technology in education and training by 2010.</p> <p>3.2 Participation rate in the National Youth Service programme at 2010.</p> |

| Objectives | Strategies | Targets | Indicators |
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| | <p>3.3 Undertake more creative initiatives to attract and retain more young persons in entrepreneurship programmes.</p> <p>3.4 Create strategic partnerships with the private sector and civil society to undertake mentoring, counselling and attachment programmes for the young people.</p> <p>3.5 Develop the Youth Entrepreneurship Scheme (YES) Juniors initiative into a comprehensive mechanism for building an enterprise culture among children and young people.</p> <p>3.6 Develop and implement creative intervention strategies such as Youth Achieving Results and Project Oasis, to secure the reintegration of marginalised young people into the mainstream of socio-economic development.</p> <p>3.7 Develop more structured programmes to enhance health education, self-awareness and healthy lifestyle practices among young people.</p> <p>3.8 Develop innovative partnerships with the private sector to re-integrate unemployed and marginalised young people into productive activity.</p> <p>3.9 Build the capacity of young people and youth organisations to pursue their own self-development through access to, and utilisation of opportunities, resources and social services existing in the society.</p> | <p>3.3 An increase in the number of young persons engaged in entrepreneurship training programmes by 10% per annum.</p> <p>3.4 An increase in the number of business start-ups by young people by 10% per annum.</p> <p>3.5 An annual increase in the number and range of strategic partnerships for youth development with the private sector and civil society.</p> <p>3.6 An increase in the number of youth and community projects by 10% per annum.</p> <p>3.7 The delivery of training to at least 25 youth organisations and 100 youth leaders per annum.</p> <p>3.8 An increase in the participation of young people in Project Oasis by 10% per annum.</p> | <p>3.3 Proportionate increase in the number of young persons engaged in entrepreneurship training per annum.</p> <p>3.4 Proportionate increase in the number of business start-ups by young people per annum.</p> <p>3.5 % increase in the number and range of strategic youth development partnerships.</p> <p>3.6 Proportionate increase in the number of youth and community projects per annum.</p> <p>3.7 Proportionate increase in the number of young persons in Project OASIS per annum.</p> |

| Objectives | Strategies | Targets | Indicators |
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| | <p>3.10 Develop and implement a programme for the professionalisation of youth work through a comprehensive programme of training and the development of a career path.</p> <p>3.11 Establish a universal programme of national service through which young people will internalise and manifest the principles of citizenship and the basic norms and values that underpin Barbadian society.</p> <p>3.12 Develop programmes to engage young people in wholesome and productive activity at the community level.</p> | | |
| 3.5 To Improve the Quality of Life of Persons With Disabilities. | <p>3.1 Provide appropriate teaching aids and support to enhance the skills of children with disabilities as well as the training and support for special education teachers.</p> <p>3.2 Provide the educational infrastructure that will support persons who are physically or intellectually challenged.</p> <p>3.3 Facilitate enhanced access to public transportation that is built to accommodate the needs of Persons With Disabilities.</p> <p>3.4 Encourage and facilitate the production of all public documents in Braille, large print or audio and provide close captioning on local television.</p> | <p>3.1 A substantial increase in the number of Persons With Disabilities employed in decent and quality jobs.</p> <p>3.2 A significant increase in the representation of Persons With Disabilities in national fora.</p> <p>3.3 Increased number of Persons With Disabilities in the Education System.</p> | <p>3.1 % increase in the number of Persons With Disabilities employed in jobs requiring higher level skills.</p> <p>3.2 % increase in the number of Persons With Disabilities participating in national fora.</p> <p>3.3 % increase in the number of Persons With Disabilities enrolled in education at all levels.</p> |

| Objectives | Strategies | Targets | Indicators |
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| | <p>3.5 Ensure the provision of adequate levels of accessible housing.</p> <p>3.6 Continue to facilitate the development of the social safety-net for Persons With Disabilities.</p> <p>3.7 Enhance the ability of the health care system to meet the needs of Persons With Disabilities, including more community-based care.</p> <p>3.8 Engage in a national drive to ensure the universal provision of facilities and services adapted to meet special needs.</p> <p>3.9 Encourage the development of positive attitudes toward Persons With Disabilities across the society.</p> <p>3.10 Facilitate the participation of Persons With Disabilities in private entities, Government, civil society and more broadly, national affairs.</p> <p>3.11 Review and update legislation which will facilitate equality of opportunities for all.</p> <p>3.12 Facilitate access to quality and decent jobs.</p> | | |

| Objectives | Strategies | Targets | Indicators |
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| 3.6 To Improve the Quality of Life of the Aged. | <p>3.1 Remove all barriers to the continued participation of older workers in the workforce.</p> <p>3.2 Encourage the retention of older workers in the employed workforce.</p> <p>3.3 Facilitate and promote the building of sustainable retirement incomes.</p> <p>3.4 Facilitate the development of private, public and civil society-based infrastructure to support the participation of the aged in society.</p> <p>3.5 Recognise the worth of our ageing population as a repository of wisdom, experience and skills and the contribution they can make to the economy and society.</p> <p>3.6 Encourage the development of positive attitudes toward ageing.</p> <p>3.7 Improve access to affordable housing for the aged.</p> <p>3.8 Explore options that enable older people to maintain their accommodation in accord with their needs, or enable them to move to accommodation which better suits their needs.</p> <p>3.9 Increase access to public transport with options that meet the needs of older persons in terms of timeliness, safety, cost, design and flexibility.</p> | <p>3.1 Information Services Agency established by 2012.</p> <p>3.2 A substantial increase in the number of older persons employed in decent and quality jobs.</p> <p>3.3 A significant increase in the representation of the aged in national fora.</p> | <p>3.1 Inauguration of an Information Services Agency by 2007.</p> <p>3.2 % increase in the number of older persons employed in jobs requiring higher level skills.</p> <p>3.3 % increase in the number of older persons participating in national fora.</p> |

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| | <p>3.10 Provide safe access to services and facilities through good design of public spaces and the built environment.</p> <p>3.11 Support and encourage life-long learning and the enhancement of the skills and interests of a larger group of older people.</p> <p>3.12 Promote and support healthy ageing and healthy lifestyle practices.</p> <p>3.13 Enhance and tailor the health care infrastructure to better cater to the needs of an ageing population.</p> <p>3.14 Provide enabling legislation which protects the aged from abuse and facilitates equality of opportunities.</p> <p>3.15 Enhance and develop opportunities which facilitate inter-generational mixing for the sharing of information, maintaining stability and social cohesion.</p> <p>3.16 Develop an information services agency whose role would be to act as a one-stop clearing-house for information on ageing including available services and how to access these services.</p> <p>3.17 Ensure that the aged are able to participate in society through access to information, including online information and services, in a manner best suited to their needs.</p> | | |

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| | <p>3.18 Facilitate research and development on ageing to inform and drive policies on ageing and which also facilitates healthy ageing.</p> <p>3.19 Encourage and facilitate initiatives which foster continued independence and negate unnecessary dependency.</p> | | |
| 3.7 To Build Stronger Communities. | <p>3.1 Provide programmes and facilities for education and training at the community level.</p> <p>3.2 Support the development of community-based business projects.</p> <p>3.3 Strengthen community-based programmes for the protection of residential areas.</p> <p>3.4 Expand and upgrade the provision of community facilities.</p> <p>3.5 Attract more private sector entities to contribute towards the betterment of the community.</p> <p>3.6 Allocate more resources for the overall development of the communities.</p> <p>3.7 Conduct community surveys to identify needs and priorities of specific communities.</p> <p>3.8 Consult with and involve community organisations and leaders in the design, management and care of community facilities.</p> | <p>3.1 The establishment of a Community Non-Governmental Organisation (NGO) Desk by 2008.</p> <p>3.2 The establishment of a Community Volunteer Corps by 2009.</p> <p>3.3 Expansion of the Community Arts Career Programme to the entire island by 2010.</p> <p>3.4 The provision of at least 30 community-based computer laboratories by 2015.</p> <p>3.5 Construction of at least 10 new community centres with appropriate facilities by 2025.</p> <p>3.6 Expansion of neighbourhood watch programmes to every community.</p> <p>3.7 Significant representation of communities on the agencies that manage community facilities.</p> | <p>3.1 Community Non-Governmental Organisation (NGO) Desk in the Ministry of Social Transformation by 2008.</p> <p>3.2 Inauguration of a Community Volunteer Corps by 2009.</p> <p>3.3 % increase in the numbers enrolled in the Community Arts Career Programme by 2010.</p> <p>3.4 Number of computer laboratories established in communities by 2015.</p> <p>3.5 Number of new community centres by 2025.</p> <p>3.6 % increase in the number of community neighbourhood watches.</p> |

| Objectives | Strategies | Targets | Indicators |
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| | <p>3.9 Divest the management of community centres to the community according to agreed protocols.</p> <p>3.10 Develop creative programmes with a focus on building strong families and developing appropriate parenting systems.</p> <p>3.11 Enhance the exposure to, and training in, cutting-edge information and communications technology within communities.</p> <p>3.12 Promote and encourage greater civic mindedness and community volunteerism.</p> <p>3.13 Encourage the development of day care centres, where appropriate in public and private work places.</p> <p>3.14 Facilitate flexitime at work in order to provide greater opportunity for parents to spend more time with their children.</p> <p>3.15 Encourage more inter-generational educational activities.</p> | <p>3.8 Three comprehensive leadership training programmes for community-based organisations each year.</p> <p>3.9 A significant increase in the funds allocated to community-based activities.</p> <p>3.10 Significantly enhanced numbers in the Community Technology Programme.</p> | <p>3.7 % increase in the representation of communities on community development agencies.</p> <p>3.8 Number of community leadership programmes held each year.</p> <p>3.9 % increase in the allocation of funds in the Government budget to community-based activity.</p> <p>3.10 % increase in the number of persons enrolled in the Community Technology Programme.</p> |
| 3.8 To Develop Sports. | <p>3.1 Develop a structured physical education programme in both primary and secondary schools so as to ensure an easy transition from school sports to club sports.</p> <p>3.2 Develop world class coaching and competitions, which will be supported by certified coaches using the most</p> | <p>3.1 Adoption of a Strategic Plan for Sports by 2007.</p> <p>3.2 Establishment of a Cricket School of Excellence by 2008.</p> | <p>3.1 Strategic Plan for Sports adopted by 2007.</p> <p>3.2 Inauguration of a Cricket School of Excellence by 2008.</p> |

| Objectives | Strategies | Targets | Indicators |
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| | <p>up-to-date knowledge to ensure that all athletes, including those with intellectual and physical disabilities, will be encouraged to reach their full potential both in national and international competition.</p> <p>3.3 Promote at the national level the benefits to be achieved from regular physical activity for all citizens from early childhood to old age by motivating them to participate in various sporting activities.</p> <p>3.4 Provide adequate space and facilities for physical activity when granting permission for all new housing areas and newly constructed Government and private developments.</p> <p>3.5 Develop local, regional and national competitions that safeguard the health and development of young athletes, and are suited to the developmental age of the children involved.</p> <p>3.6 Develop partnerships with the insurance industry in order to develop affordable programmes of medical insurance to cover injuries received in training and competition.</p> <p>3.7 Develop an officially approved school curriculum in Physical Education that will provide every child, regardless of physical or mental impairment, or skill level, with a planned</p> | <p>3.3 All sporting programmes promoted nationally on websites of the Ministry of Sports, the National Sports Council and sporting associations by 2008.</p> <p>3.4 A sporting development team established within the Department of Youth Affairs and Sports by 2008.</p> <p>3.5 Creation of an Alternate Dispute Resolution Body by 2008.</p> <p>3.6 Sports awards for all events where achievements at all levels are rewarded by 2009.</p> <p>3.7 An inventory assessment of the status of sporting facilities by 2010.</p> <p>3.8 Facility provision and management enhancement by 2010.</p> <p>3.9 Documentation Centre for Best Practices established by 2012.</p> <p>3.10 Three (3) Mini Stadia to be built in the North, East and South of the island by 2015.</p> <p>3.11 The refurbishment of the National Stadium by 2015.</p> <p>3.12 A minimum of 360 sports personnel to be trained per year.</p> <p>3.13 The enhancement of 10 sporting grounds and pavilions around the country per year.</p> | <p>3.3 Number of websites promoting national sporting programmes by 2008.</p> <p>3.4 Establishment of a sporting development team in Youth Affairs Division by 2008.</p> <p>3.5 Establishment of an Alternative Dispute Resolution Body by 2008.</p> <p>3.6 Number of sports for which awards are given by 2009.</p> <p>3.7 Report on the status of sporting facilities by 2010.</p> <p>3.8 Proportion of sporting facilities upgraded by 2010.</p> <p>3.9 Inauguration of a Documentation Centre for Best Practices by 2012.</p> <p>3.10 Number of mini-stadia built across the island by 2015.</p> <p>3.11 Refurbishment of the National Stadium by 2015.</p> <p>3.12 Number of sports personnel trained per year.</p> <p>3.13 Number of sporting grounds upgraded per annum.</p> |

| Objectives | Strategies | Targets | Indicators |
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| | <p>programme of physical education designed to enhance that child's physical, intellectual, social and moral development.</p> <p>3.8 Encourage national sports organisations to develop junior sports programmes designed to attract young people and to provide suitable development activities for those involved.</p> <p>3.9 Develop and implement programmes to reduce the exposure of athletes to all forms of drug use, and to remove from sports those involved in the promotion or use of performance enhancing substances.</p> <p>3.10 Expand the level of investment in the development of the sporting industry.</p> <p>3.11 Develop a comprehensive database pertaining to all forms of sports in Barbados, documenting activities and training methods, available facilities, coaching facilities and sources of funding.</p> <p>3.12 Establish a documentation centre for best practices pertaining to coaching, training and career opportunities.</p> <p>3.13 Further integrate sports into tourism development.</p> <p>3.14 Embrace technological and other changes in the international sporting arena.</p> | | |

| Objectives | Strategies | Targets | Indicators |
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| | <p>3.15 Develop multi-purpose, low operating and maintenance cost facilities around the country as a way of decentralising sporting opportunities.</p> <p>3.16 Enhance the training of personnel to carry out meaningful sports programmes.</p> <p>3.17 Upgrade and develop all community playing facilities properly equip to encourage more participation by seeking persons in the community.</p> <p>3.18 Upgrade and enhance national sporting infrastructure.</p> <p>3.19 Develop a Cricket School of Excellence as a pilot programme for similar schools of excellence in other sports.</p> <p>3.20 Enhance facility provision, management and readiness to host all levels of sporting events.</p> <p>3.21 Develop a menu of sports development programmes designed to inspire the nation to begin and continue to participate in sports/ physical activities.</p> <p>3.22 Improve standards of corporate governance in sports administration across the country to promote efficiency and effectiveness.</p> | | |

| Objectives | Strategies | Targets | Indicators |
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| 3.9 To Eradicate Poverty. | <p>3.1 Provide the basic necessities for the poor and disadvantaged.</p> <p>3.2 Clear depressed areas and promote urban renewal.</p> <p>3.3 Assist with the development of employment opportunities for needy individuals and groups.</p> <p>3.4 Improve the management of all poverty eradication programmes.</p> <p>3.5 Institute a more comprehensive public awareness and education campaign that facilitates a better understanding of the issues of poverty and that also engenders greater sensitivity in dealing with persons living in poverty.</p> <p>3.6 Establish greater partnerships between policy makers, academics and community organisations to facilitate the development of appropriate solutions to poverty.</p> <p>3.7 Strengthen social security systems and the social protection network.</p> <p>3.8 Create programmes to move persons from welfare to work.</p> <p>3.9 Continue to provide training opportunities for the unemployed and persons in disadvantaged communities.</p> <p>3.10 Ensure the effective monitoring and evaluation of poverty eradication programmes.</p> | <p>3.1 A national poverty database by 2008.</p> <p>3.2 Detailed analysis of the root causes of poverty completed by 2010.</p> <p>3.3 Longitudinal tracer studies implemented by 2012 for persons who applied for and received Government assistance.</p> <p>3.4 30% reduction in the number of registrants at the Welfare Department, Poverty Alleviation Bureau, <i>etc.</i> by the year 2012.</p> <p>3.5 Assistance to tenants with the ownership of land in at least 300 tenancies by 2015.</p> <p>3.6 The repair and upgrade of at least 500 homes of those living in poverty.</p> | <p>3.1 Establishment of a national database on poverty by 2008.</p> <p>3.2 Report on the root causes of poverty by 2010.</p> <p>3.3 Number of longitudinal tracer studies undertaken by 2012.</p> <p>3.4 % reduction in the number of persons registering for welfare by 2012.</p> <p>3.5 Number of persons receiving assistance with the ownership of tenantry lands by 2015.</p> <p>3.6 Number of home repaired under poverty eradication programmes.</p> |

| Objectives | Strategies | Targets | Indicators |
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| | <p>3.11 Promote and enhance rural development.</p> <p>3.12 Provide effective housing solutions for the poor.</p> <p>3.13 Continue to facilitate the development of small and microbusiness.</p> <p>3.14 Promote values which encourage saving and thrift and build awareness on how to appropriately create and manage income and wealth.</p> | | |
| 3.10 To Achieve Gender Equity and Equality. | <p>3.1 Ensure the integration of gender into all areas of national planning and development so that women and men can benefit equally from existing opportunities.</p> <p>3.2 Conduct gender sensitivity training at all levels of the public sector, private sector and civil society.</p> <p>3.3 Promote the gender mainstreaming of national development policies and programmes so that equality and equity between men and women can be achieved.</p> <p>3.4 Develop a framework of indicators, tools and methods for incorporating, monitoring and evaluating gender in policy making and planning.</p> | <p>3.1 Adoption of a national policy on gender by 2008.</p> <p>3.2 The implementation of a gender management system by 2008.</p> <p>3.3 Gender sensitivity training workshops conducted in all Government departments by 2009.</p> | <p>3.1 National gender policy adopted by 2008.</p> <p>3.2 Gender management system established by 2008.</p> <p>3.3 Number of Government departments in which gender sensitivity workshops are held by 2009.</p> |

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| | <p>3.5 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.</p> <p>3.6 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.</p> <p>3.7 Strengthen existing relationships and further develop linkages with local, regional and international agencies, working in the area of gender and deepen participation in the activities of these agencies.</p> <p>3.8 Amend legislation where necessary to reflect gender equality.</p> <p>3.9 Develop a research programme to focus on gender issues of national concern.</p> | | |

| GOAL FOUR: "These fields and hills": Building a Green Economy- Strengthening the Physical Infrastructure and Preserving the Environment. | | | |
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| Objectives | Strategies | Targets | Indicators |
| 4.1 To Promote and Facilitate the Sustainable Use of our Renewable Resources and the Wise Management of our Non-renewable Natural Resources. | <p>4.1 Engage civil society and the private sector in environmental management and support community-based initiatives to address environmental concerns.</p> <p>4.2 Ensure the development of accurate data and information systems through mapping, recording and evaluation of all environmental assets.</p> <p>4.3 Ensure that the integrity of natural features, wildlife habitats, significant flora and fauna, protected areas, and important landscape and seascape features are maintained during the process of development.</p> <p>4.4 Promote public education, awareness and appreciation of the direct inter-relationships among the three pillars of economic growth, social justice and equity and the environmental management.</p> <p>4.5 Protect the island's groundwater resources and coastal waters from contamination.</p> <p>4.6 Develop a comprehensive waste management programme that will embrace hazardous, medical, solid and liquid waste.</p> <p>4.7 Advance the integration of clean technologies and reduce the negative external consequences of development activity.</p> | <p>4.1 National Botanical Garden established by 2008.</p> <p>4.2 Barbados National Park established by 2010.</p> <p>4.3 Establishment of a sewage system in the West Coast and the Belle by 2010.</p> <p>4.4 Significant use of hybrid and other environmentally friendly vehicles by 2015.</p> <p>4.5 A 50% reduction in coastal erosion by 2025.</p> <p>4.6 Establishment of environmentally friendly communities.</p> <p>4.7 Significant reduction in illegal dumping of waste.</p> <p>4.8 Substantial increase in the area of land allocated to, and managed as, green spaces.</p> <p>4.9 A more educated and environmentally conscious Barbadian public.</p> | <p>4.1 Number of connections to the West Coast Sewage system.</p> <p>4.2 Number of CBO and NGO environmental projects developed and implemented.</p> <p>4.3 Number of illegal dump sites.</p> <p>4.4 Number of parks, open spaces, and natural heritage areas designated.</p> <p>4.5 Purchases of environmentally friendly products.</p> <p>4.6 Waste characterization and disposal statistics.</p> <p>4.7 Number of recycling enterprises.</p> <p>4.8 National Park Development Plan.</p> <p>4.9 National park Development Projects implemented.</p> <p>4.10 Visitors to Botanic Garden, Harrison's Cave and other eco-heritage attractions.</p> <p>4.11 Approved and installed coastal infrastructure works.</p> |

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| | <p>4.8 Promote an expanded and more aggressive programme to protect and preserve our coastline.</p> <p>4.9 Ensure effective conservation and enhancement of the island's coastal and marine eco-systems and living resources.</p> <p>4.10 Ensure that appropriate development standards are used to build resilience against the increasing intensity of natural hazards, including the effects of climate change.</p> <p>4.11 Promote sustainable land management practices.</p> <p>4.12 Facilitate the development of green and open spaces throughout the island.</p> <p>4.13 Establish and strengthen appropriate administrative and legislative regimes to support national environmental management objectives.</p> <p>4.14 Promote the fashioning and introduction of regional environmental legislation and standards.</p> <p>4.15 Promote the re-cycling of solid waste.</p> <p>4.16 Further develop and strengthen standards to support environmental legislation.</p> <p>4.17 Promote environmental management within CARICOM.</p> <p>4.18 Educate the population on the</p> | | |

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| | <p>relationship between the environment and the well-being of each individual.</p> <p>4.19 Ensure the enforcement of all standards relating to environmental protection.</p> <p>4.20 Enhance international advocacy to highlight our concerns with global environmental developments, particularly global warming.</p> <p>4.21 Establish appropriate standards as well as the administrative and legislative framework to address noise pollution.</p> <p>4.22 Encourage the use of hybrid and fuel-efficient and low emission vehicles.</p> | | |
| 4.2 To Maintain a Safe and Reliable Water Supply. | <p>4.1 Enhance efficient and effective management and use of the existing water resources.</p> <p>4.2 Establish a programme for the augmentation of the water supply to adequately accommodate the needs of domestic and commercial users and for irrigation purposes.</p> <p>4.3 Enhance monitoring, regulatory and enforcement mechanisms to ensure a safe supply of water.</p> <p>4.4 Review the existing groundwater protection zoning system to ensure long-term sustainability.</p> <p>4.5 Establish a long-term programme for the rehabilitation and expansion of the water supply system.</p> | <p>4.1 An integrated water resource management plan implemented by the end of 2007.</p> <p>4.2 A technologically modern system of supply and distribution by 2010.</p> <p>4.3 Geographical Information System (GIS) for the water supply system developed and implemented by 2010.</p> <p>4.4 South Coast and Bridgetown Sewage Treatment Plant upgraded to meet waste water re-use standards by 2010.</p> <p>4.5 10-20% water reserve capacity developed and maintained by 2012.</p> <p>4.6 Significant use of water from non-traditional sources by 2020.</p> | <p>4.1 The number of water efficient fixtures sold.</p> <p>4.2 Unaccounted for water levels.</p> <p>4.3 New technologies implemented.</p> <p>4.4 The number of systems upgraded.</p> <p>4.5 The number of km or meters of mains rehabilitated.</p> |

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| | <p>4.6 Develop an effective water monitoring system for the control of agricultural and chemical applications and the disposal of liquid and solid waste.</p> <p>4.7 Promote water conservation through public education and the provision of appropriate incentives.</p> <p>4.8 Develop and implement an integrated water resource management plan.</p> <p>4.9 Diversify our sources of water.</p> | <p>4.7 Reduction of losses from the existing water supply by 50% by 2025.</p> <p>4.8 100% access to potable water maintained.</p> <p>4.9 Substantial increase in the number of mains replaced or upgraded per annum.</p> <p>4.10 10% increase in the efficiency of water use.</p> | |
| 4.3 To Ensure an Efficient and Reliable Energy Sector. | <p>4.1 Increase the on-shore production of crude oil and natural gas and pursue production opportunities abroad.</p> <p>4.2 Pursue the opportunity of offshore oil production by taking advantage of our extended ocean resources.</p> <p>4.3 Ensure that there is a reliable supply of petroleum products at the most economic prices to meet current and future needs.</p> <p>4.4 Develop programmes to expand the supply of renewable energy from wind, sun and biomass in particular.</p> <p>4.5 Diversify the energy mix to reduce the impact of world oil prices and vulnerabilities associated with supply.</p> | <p>4.1 Establishment of the Renewable Energy Centre by 2008.</p> <p>4.2 30 megawatts (MW) installed capacity through bagasse co-generation by 2012.</p> <p>4.3 Use of natural gas or LPG in public transport by 2015.</p> <p>4.4 Gas importation via pipeline and other modes of transport by 2015.</p> <p>4.5 20 megawatts (MW) installed capacity wind farm by 2025.</p> <p>4.6 Renewable energy meeting 30% of the energy requirements by 2025.</p> | <p>4.1 Conclusion of contracts for off-shore drilling.</p> <p>4.2 Licenses issued for off-shore drilling.</p> <p>4.3 Energy intensity ratio (Amount of energy use/GDP)</p> <p>4.4 Carbon level emissions.</p> <p>4.5 Number of Solar Water Units sold</p> |

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| | <p>4.6 Expand the natural gas distribution system through strategic partnerships that will see the building of pipelines to facilitate the importation of natural gas.</p> <p>4.7 Explore the use of alternative fuels in public and private transport vehicles.</p> <p>4.8 Improve energy efficiency standards and labelling of energy using commodities to ensure that increased energy efficiency is achieved.</p> <p>4.9 Develop programmes to promote and emphasise greater energy conservation.</p> <p>4.10 Liberalise the production of electricity.</p> | <p>4.7 A substantial increase in the range of services for which renewable energy is utilised by 2025.</p> <p>4.8 Significant increase in the number of renewable energy businesses by 2025.</p> <p>4.9 50% increase in the use of solar energy for water heating and other purposes by 2025.</p> <p>4.10 Production of oil and gas from our ocean resources by 2025.</p> <p>4.11 Domestic production of crude and natural gas to be maintained at 1,500 barrels per day of oil and 2.0 million cubic feet of natural gas from on-shore sources.</p> | |
| 4.4 To Develop an Efficient Transport System and Infrastructure. | <p>4.1 Continue the construction and maintenance of roads and supporting infrastructure and improve lighting on major highways.</p> <p>4.2 Implement appropriate traffic management systems and infrastructure.</p> <p>4.3 Improve the adequacy and reliability of the public transport system.</p> <p>4.4 Develop a comprehensive national transportation policy.</p> <p>4.5 Encourage the development and use of coastal sea transport.</p> | <p>4.1 Prepaid travel cards for public transportation by 2008.</p> <p>4.2 The Public Transport Authority established by 2008.</p> <p>4.3 A comprehensive park and ride system by 2009.</p> <p>4.4 Improvements in Terminal facilities by 2009.</p> <p>4.5 An appropriate fleet replacement programme for all public transport vehicles by 2010.</p> <p>4.6 A dedicated school bus service by 2010.</p> | <p>4.1 Annual number of serious accidents.</p> <p>4.2 Park and ride system in place.</p> <p>4.3 Public transport authority established.</p> <p>4.4 Terminal facilities improved.</p> |

| Objectives | Strategies | Targets | Indicators |
|-------------------------------------|---|--|--|
| | <p>4.6 Ensure adequate sea and airport facilities and links.</p> <p>4.7 Expand private participation in the provision of public transport.</p> | <p>4.7 An express bus service with a transfer system along key corridors by 2012.</p> <p>4.8 Maritime transport system established by 2012.</p> <p>4.9 50% reduction in fatal road accidents by 2025.</p> | |
| 4.5 To improve Disaster Management. | <p>4.1 Revise the comprehensive National Multi-hazard Disaster Management Plan annually.</p> <p>4.2 Develop a modern disaster management system with an appropriate legislative and technological framework.</p> <p>4.3 Enhance the response capacity at the national and community levels.</p> <p>4.4 Develop and enforce a comprehensive National Building Code.</p> <p>4.5 Improve and maintain a National Emergency Operation Centre.</p> <p>4.6 Develop policies for the management of mass crowd events.</p> <p>4.7 Promote regional and hemispheric cooperation to deal with the impact of hurricanes and severe weather systems.</p> <p>4.8 Encourage and facilitate universal home insurance coverage.</p> | <p>4.1 Establishment of the Barbados Emergency Management Agency by 2008.</p> <p>4.2 Hazard mitigation policy developed by 2010.</p> <p>4.3 100% conformity to the National Building Code by 2025.</p> <p>4.4 Annual revision of the comprehensive National Multi-hazard Disaster Management Plan.</p> | <p>4.1 Compliance with the building code.</p> <p>4.2 Number of applications for home insurance policies.</p> <p>4.3 Damaged property statistics.</p> <p>4.4 Number of home insurance claims.</p> |

| Objectives | Strategies | Targets | Indicators |
|---|--|---|--|
| 4.6 To Develop and Maintain an Efficient Land-use Policy. | <p>4.1 Safeguard arable agricultural land.</p> <p>4.2 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.</p> <p>4.3 Provide residents with a choice of living environments in urban, suburban and rural settlement locations.</p> <p>4.4 Encourage the creation of diverse, self-contained communities in newly urbanising areas through the development of detailed community plans.</p> <p>4.5 Focus commercial development into key areas in order to capitalise on available or potential land, infrastructure and transportation facilities and to use these resources efficiently.</p> <p>4.6 Create a hierarchy of urban centres each of which is related in function and level of amenities and services to the location and size of the community.</p> <p>4.7 Explore the feasibility of building new cities.</p> | <p>4.1 The review of the Urban Corridor, Rural Settlements with growth potential and National Park Villages by 2011.</p> <p>4.2 An amended Physical Development Plan every 5 years.</p> | 4.1 Completed Physical Development Plan. |

| GOAL FIVE: "Upward and Onward": <i>Enhancing Barbados' Prosperity and Competitiveness.</i> | | | |
|--|---|---|--|
| Objectives | Strategies | Targets | Indicators |
| 5.1 To Substantially Increase Barbados' Annual Sustainable Growth Rate. | <p>5.1 Increase domestic and foreign investment in the public and private sector.</p> <p>5.2 Increase the level of productivity, efficiency and competitiveness of the economy.</p> <p>5.3 Increase innovation and develop a new entrepreneurial culture.</p> <p>5.4 Enhance investment opportunities through the development of financing facilities.</p> <p>5.5 Substantially increase output, especially in the tradable sectors of:</p> <ul style="list-style-type: none"> • tourism, (<i>see appendix pgs. 171-173</i>) • international business and financial services, (<i>see appendix pgs. 169-170</i>) • manufacturing, (<i>see appendix pgs. 173-174</i>) • agriculture and fisheries, (<i>see appendix pgs. 177-180</i>) and • cultural industries, (<i>see appendix pg. 185-186</i>). <p>5.6 Create new export services while expanding existing ones such as cultural, sports, education, professional, construction, computer and health services.</p> <p>5.7 Embrace service excellence in both the private and public sector.</p> | <p>5.1 A sustainable annual average growth rate of not less than 5%.</p> <p>5.2 A substantial increase in market capitalisation.</p> <p>5.3 A substantial increase in the rate of gross national savings and investment.</p> <p>5.4 A substantial increase in the export of cultural goods and services.</p> <p>5.5 A sustainable level of population growth.</p> | 5.1 Annual growth rate greater than or equal to 5% |

| Objectives | Strategies | Targets | Indicators |
|---------------------------------|---|---|--|
| | <p>5.8 Enhance the volume and value of trading on the Barbados Stock Exchange.</p> <p>5.9 Increase the rate of gross national savings and investment.</p> <p>5.10 Use incentives to promote and strengthen linkages between the various productive sectors so that growth in one sector can induce growth in another.</p> <p>5.11 Maintain Barbados' population to sustain the required level of GDP growth.</p> | | |
| 5.2 To Achieve Full Employment. | <p>5.1 Create new business enterprises and expand existing ones on a sustainable basis.</p> <p>5.2 Develop a modern synergistic manpower planning framework that incorporates the concepts of decent work and the creation of quality jobs.</p> <p>5.3 Facilitate the access of Barbadians to regional, hemispheric and global labour markets.</p> <p>5.4 Develop a new culture of entrepreneurship and cadres of local business entrepreneurs.</p> <p>5.5 Integrate the informal sector into the formal sector.</p> <p>5.6 Facilitate job-based growth through appropriate macroeconomic policies.</p> <p>5.7 Accelerate job-based labour market reform.</p> | <p>5.1 A National Human Resource Development Plan formulated and implemented by 2008.</p> <p>5.2 Database on the informal sector developed by 2009.</p> <p>5.3 An average annual unemployment rate not exceeding 5% by 2025.</p> <p>5.4 A significant reduction in the average duration of unemployment.</p> <p>5.5 A significant incorporation of the informal sector into the formal sector.</p> <p>5.6 A significant increase in human resource development.</p> | <p>5.1 National Human Resource Plan implemented</p> <p>5.2 Database on the informal sector developed</p> <p>5.3 Average unemployment rate less than or equal to 5%</p> |

| Objectives | Strategies | Targets | Indicators |
|--|---|--|---|
| | <p>5.8 Create dynamic and comprehensive labour market information systems to guide and facilitate structured decision-making.</p> <p>5.9 Equip the labour force with the skills to function in the global economy.</p> <p>5.10 Institutionally strengthen the functions of the National Employment Bureau to deliver quality local and overseas employment services to Barbadian citizens.</p> | | |
| 5.3 To Ensure Strong Macroeconomic Fundamentals. | <p>5.1 Maintain exchange rate stability.</p> <p>5.2 Develop a framework of fiscal transparency and sustainability.</p> <p>5.3 Maintain a monetary policy stance geared towards the objective of sustainable foreign exchange based growth.</p> <p>5.4 Maintain a low and stable rate of inflation.</p> <p>5.5 Achieve full employment.</p> <p>5.6 Maintain a strong and sustainable external position.</p> <p>5.7 Maintain debt sustainability, which is comfortably within the internationally acceptable standard.</p> <p>5.8 Strengthen the investment incentive regime.</p> | <p>5.1 An external current account deficit not exceeding 5% of GDP by 2010 and a current account surplus by 2020.</p> <p>5.2 A debt to GDP ratio not exceeding 60% by 2012.</p> <p>5.3 Average fiscal sustainability at a level not exceeding 2.5% of GDP.</p> <p>5.4 Average annual inflation rate not exceeding 2.5%.</p> <p>5.5 Average annual unemployment rate not exceeding 5%.</p> <p>5.6 The import reserve cover not less than 3 months.</p> <p>5.7 A wage-to-GDP ratio not exceeding 30% by 2025.</p> <p>5.8 An annual growth rate not less than 5% by 2025.</p> | <p>5.1 • Current Account deficit less than or equal to 5 % of GDP. • Current Account surplus.</p> <p>5.2 Debt to GDP ratio less than or equal to 60%.</p> <p>5.3 Fiscal deficit less than or equal to 2.5%.</p> <p>5.4 Annual inflation rate less than or equal to 2.5%.</p> <p>5.5 Annual unemployment rate less than or equal to 5%.</p> <p>5.6 Import reserve cover greater than or equal to 3 months.</p> |

| Objectives | Strategies | Targets | Indicators |
|---|--|--|--|
| | 5.9 Maintain a policy framework where increases in income do not rise in excess of increases in productivity. | | 5.7 Wage to GDP ratio less than or equal to 30 % 5.8 Annual Growth rate greater than or equal to 5% |
| 5.4 To Safeguard Food and Nutrition Security. | <p>5.1 Develop a national food security programme.</p> <p>5.2 Identify agricultural inputs and products which may be effective substitutes for those that have been traditionally imported.</p> <p>5.3 Advance a trade policy regime to protect sensitive products and minimise the cost of critical inputs.</p> <p>5.4 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.</p> <p>5.5 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.</p> <p>5.6 Define an agricultural green belt for the maintenance of a minimum critical area to facilitate food production.</p> <p>5.7 Ensure that there is a reliable supply of safe and nutritious food at the most economical prices to meet current and future needs.</p> | <p>5.1 National Food Security Programme developed by 2010.</p> <p>5.2 50% reduction in our dependence on food imports by 2025.</p> | 5.1 Nation food Security Programme developed. |

| Objectives | Strategies | Targets | Indicators |
|---|---|---|------------|
| | 5.8 Promote and institute good agricultural practices. | | |
| 5.5 To Create an Entrepreneurial Society. | <p>5.1 Facilitate a mindset change among all Barbadians towards entrepreneurship.</p> <p>5.2 Facilitate easier access to ownership to the means of production among poor Barbadians.</p> <p>5.3 Strengthen entrepreneurship education and training at primary, secondary and tertiary levels.</p> <p>5.4 Continuously develop cadres of young entrepreneurs.</p> <p>5.5 Integrate programmes of credit, advisory, marketing and other relevant assistance that is to be provided to small and start-up businesses.</p> <p>5.6 Facilitate the movement of labour between the public and private sector.</p> <p>5.7 Facilitate the display of creative products and ideas generated by secondary and tertiary students.</p> <p>5.8 Facilitate the mentoring of potential young entrepreneurs through attachments to established business persons.</p> <p>5.9 Encourage promising graduates at secondary and tertiary levels to enter the world of business.</p> | <p>5.1 A substantial increase in the number of globally competitive Barbadian entrepreneurs by 2025.</p> <p>5.2 A significant increase in the number of new business enterprises and in the rate of expansion of existing ones.</p> | |

| Objectives | Strategies | Targets | Indicators |
|---|---|---|--|
| | <p>5.10 Facilitate and promote the development of small and medium-sized enterprises.</p> <p>5.11 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.</p> <p>5.12 Continuously identify and develop potentially lucrative niche areas through which young entrepreneurs can focus their efforts and resources.</p> | | |
| 5.6 To Develop the Information Economy. | <p>5.1 Create the information architecture, infrastructure and human resources capacity for the information economy.</p> <p>5.2 Continue to liberalise the telecommunications sector to make it more competitive and cost efficient.</p> <p>5.3 Establish Barbados as a research and development centre in science and technology.</p> <p>5.4 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.</p> | <p>5.1 Enhanced national information services offered by the libraries, archives and the Registration Department by 2010.</p> <p>5.2 Commercially oriented Government Postal Services by 2010.</p> <p>5.3 Establishment of a cutting edge information society by 2025.</p> <p>5.4 Achievement of a substantial computer literacy rate among all Barbadians.</p> <p>5.5 At least one computer in each household.</p> <p>5.6 At least one computer per office desk in both the public and private sector.</p> | <p>5.2 Postal Services corporatised or statutory.</p> <p>5.4 Computer literacy rate greater than or equal to 50 %</p> <p>5.5 One computer in each household</p> <p>5.6 One computer at each office desk.</p> |

| Objectives | Strategies | Targets | Indicators |
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| | <p>5.5 Establish the legislative, fiscal and training framework to stimulate the development of information industries.</p> <p>5.6 Establish a comprehensive e-government system.</p> <p>5.7 Develop a comprehensive national information and communications policy.</p> <p>5.8 Establish a website that allows Barbadians to register the services they want to provide.</p> | <p>5.7 A substantial increase in the range of business services utilising modern and up-to-date information and communications technology.</p> | |
| 5.7 To Boost Productivity and Competitiveness. | <p>5.1 Reduce the costs of doing business in Barbados by, among other things:</p> <ul style="list-style-type: none"> Reducing the cost of energy and other inputs; Linking the growth of incomes to the growth of productivity; Reducing bureaucratic impediments to doing business; Implementing a judicious mix of fiscal and monetary policies. <p>5.2 Ensure that resources are channelled into the most productive activities.</p> <p>5.3 Encourage organisational performance and service excellence.</p> <p>5.4 Create a framework of incentives, recognition and rewards for excellence in research and innovation.</p> | <p>5.1 Productivity indicators developed across all sectors by 2011.</p> <p>5.2 A substantial increase in the rate of national output.</p> <p>5.3 A significant increase in the number of new enterprises established and licensed.</p> <p>5.4 A substantial increase in Barbados' international price and quality competitiveness.</p> | <p>5.1 Sectoral productivity indicators.</p> <p>5.2 Nation output growth rate greater than or equal to 5%.</p> <p>5.3 A ranking higher than 31 in the World Economic Forum Competitiveness Index.</p> |

| Objectives | Strategies | Targets | Indicators |
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| | <p>5.5 Establish and maintain a series of internationally recognised sectoral indicators to measure increases or decreases in productivity over time.</p> <p>5.6 Develop a national productivity policy.</p> <p>5.7 Develop appropriate performance-based incentive schemes.</p> <p>5.8 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.</p> <p>5.9 Develop a holistic framework for enhancing and monitoring both price and non-price international competitiveness.</p> | | |
| 5.8 To Increase the Export of Services and Products. | <p>5.1 Encourage the development and export of legal, educational, health, sports, cultural, professional and other services.</p> <p>5.2 Expand and improve tourism, international business and financial services.</p> <p>5.3 Rationalise and modernise agricultural and manufacturing output for export to niche markets.</p> <p>5.4 Promote Barbados as a hub for regional, hemispheric and international business activity.</p> | <p>5.1 Export Barbados Inc. established by 2007.</p> <p>5.2 Substantial increase in exports by 2020.</p> <p>5.3 A substantial increase in the range, volume and foreign exchange value of Barbadian exports from:</p> <ul style="list-style-type: none"> • tourism • international business and financial services • manufacturing • agriculture and fisheries • cultural industries and • new and existing export service areas. | 5.1 Export Barbados Inc. established |

| Objectives | Strategies | Targets | Indicators |
|---|---|--|------------|
| | <p>5.5 Establish Barbados as a centre for the re-export of services and products.</p> <p>5.6 Enhance and defend the integrity of the financial services sector.</p> <p>5.7 Strengthen institutional capacity for the development and promotion of exports.</p> <p>5.8 Develop and facilitate appropriate incentives and other stimuli for export development.</p> <p>5.9 Promote and facilitate the development of the cultural industries and encourage the export of cultural products.</p> | <p>5.4 A significant increase in the penetration of new markets.</p> | |
| <p>5.9 To Integrate Barbados into the Global Economy.</p> | <p>5.1 Position Barbados as a bridge for investment between the new European economy and the new economy of the Americas.</p> <p>5.2 Maximise our opportunities in services within the Americas, Europe and other regions.</p> <p>5.3 Encourage Barbadian businesses to spearhead Pan-CARICOM investment and production initiatives and to capitalise on market opportunities hemispherically and globally by establishing strategic business alliances.</p> <p>5.4 Initiate an informal global network of like-minded states to exchange information and build strategic alliances and smart partnerships.</p> | <p>5.1 Establishment of Barbados as a dominant place among the global leaders in the areas of finance, trade, investment and information technology.</p> | |

| Objectives | Strategies | Targets | Indicators |
|--|---|--|------------|
| | <p>5.5 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.</p> <p>5.6 Establish Barbados as a hub for international arbitration.</p> | | |
| 5.10 To Achieve World-Class Excellence in the Delivery of Service. | <p>5.1 Gather on a continuous basis, empirical information on the nature, causes and effects of the perceived customer service delivery deficiencies.</p> <p>5.2 Develop a range of standards that must be in place for Barbados to attain the status of a world-class provider of service.</p> <p>5.3 Implement service quality training across all sectors of the economy.</p> <p>5.4 Build public awareness to generate interest and inspire action relative to service excellence within the entire population.</p> <p>5.5 Create a framework of incentives, recognition and rewards for service excellence.</p> <p>5.6 Build the institutional capacity to develop and promote service excellence.</p> | 5.1 Achievement of global excellence in the delivery of service by 2015. | |

| Objectives | Strategies | Targets | Indicators |
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| 5.11 To be a Leading and Preferred Investment Centre in the World. | <p>5.1 Build a fully investment friendly environment conducive to both local and foreign investment.</p> <p>5.2 Bring the responsibility for administering all investment incentives under one central authority.</p> <p>5.3 Consolidate, strengthen and market the framework of investment incentives.</p> <p>5.4 Encourage, through fiscal incentives, investment and sustainable growth in the tradable sectors.</p> <p>5.5 Revise and consolidate investment incentives, legislation and regulations to reflect regional, hemispheric and global harmonisation policies.</p> | <p>5.1 Establishment of a central investment Authority by 2010.</p> <p>5.2 A top-five investment hub in the Americas by 2015.</p> | <p>5.1 Top-five investment hub in the Americas.</p> <p>5.2 Central Investment Authority established.</p> |
| 5.12 To Established a Fully Developed Financial Sector. | <p>5.1 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 and globally liberalised and competitive financial system.</p> <p>5.2 Work with like-minded states to reform international financial institutions to ensure that decisions are made democratically by both developed and developing countries alike.</p> | <p>5.1 An independent early warning system by 2012.</p> <p>5.2 Achievement of a strong form of market efficiency by 2020.</p> <p>5.3 Financial market development comparable to world-class financial services domiciles by 2025.</p> <p>5.4 A substantial increase in the rate of Barbados' gross national savings and investment by 2025.</p> <p>5.5 A significant increase in market capitalisation.</p> <p>5.6 Substantial growth in the non-bank financial sector.</p> | <p>5.1 Functional Early Warning System.</p> |

| Objectives | Strategies | Targets | Indicators |
|---|--|--|------------|
| | <p>5.3 Foster financial market efficiency.</p> <p>5.4 Develop an early warning system based on a clearly defined set of financial sector soundness indicators.</p> <p>5.5 Pursue policies of monetary and financial integration that do not compromise the future well-being of Barbadians.</p> <p>5.6 Transform Barbados' Stock Exchange into a hub of choice for regional, hemispheric and global securities trading.</p> <p>5.7 Develop and modernise the non-banking financial sector to boost savings and entrepreneurial activity.</p> <p>5.8 Expand the range of financial assets in which Barbadians can invest.</p> | | |
| 5.13 To Have the Private Sector Assume a Leading Role in Economic and Social Development. | <p>5.1 Strengthen and expand public and private sector partnerships.</p> <p>5.2 Strengthen private sector institutions.</p> <p>5.3 Foster a culture in the private sector of greater reliance and initiative in the development and promotion of economic activity.</p> <p>5.4 Strengthen management within the private sector.</p> <p>5.5 Promote productivity improvements at all levels within the private sector.</p> | 5.1 A substantial increase in the contribution of the private sector to social and economic development. | |

| Objectives | Strategies | Targets | Indicators |
|--|--|---|--|
| | 5.6 Facilitate increased private sector representation in Barbados' regional, hemispheric and global negotiations. | | |
| 5.14 To Deepen and Broaden Efforts in Research and Development and Innovation. | <p>5.1 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.</p> <p>5.2 Develop national awards for excellence in research and development.</p> <p>5.3 Establish a research and development fund.</p> | <p>5.1 A research and development fund by 2008.</p> <p>5.2 A national research and development and innovation centre established by 2010.</p> <p>5.3 Establishment of a national award scheme for excellence in research and innovation no later than 2010.</p> | <p>5.1 Research and Development Fund established.</p> <p>5.2 National R&D and Innovation Centre established.</p> <p>5.3 National Award Scheme for Excellence in Research and Innovation established.</p> |
| 5.15 To Build Stronger Development Partnerships. | <p>5.1 Undertake an international technical cooperation expansion project to enhance the scope of international technical cooperation with countries and agencies.</p> <p>5.2 Build stronger and more effective strategic alliances through partnership arrangements with existing countries and agencies.</p> <p>5.3 Strengthen the insitutional capacity to more effectively manage international technical cooperation.</p> | <p>5.1 A substantial increase in Barbados' net benefits from international technical cooperation.</p> | |

| Objectives | Strategies | Targets | Indicators |
|---|---|--|------------|
| 5.16 To Maximise the Benefits from Participating in CSME. | <p>5.1 Take the lead in promoting the broadening, deepening and acceleration of the CSME.</p> <p>5.2 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.</p> <p>5.3 Prepare citizens and businesses in Barbados to function in the CSME arrangement through, among other things, the provision of information and the introduction of the appropriate domestic legislation.</p> <p>5.4 Enhance the production of Barbadian enterprises so as to allow them to become more viable and competitive.</p> <p>5.5 Encourage Barbadian businesses to spearhead Pan-CARICOM investment and production initiatives.</p> <p>5.6 Exploit to the fullest the regional market for the export of services and the employment of Barbadian labour.</p> <p>5.7 Utilise the CARICOM Single Market and Economy to facilitate Barbados' integration into the global economy.</p> | <p>5.1 A significant expansion of Barbados' exports to the CSME.</p> <p>5.2 Establishment of Pan-Caribbean companies by Barbadian businessmen.</p> | |

| GOAL SIX: "Strict guardians of our heritage": <i>Branding Barbados Globally.</i> | | | |
|--|---|---|---|
| Objectives | Strategies | Targets | Indicators |
| 6.1 To Fashion the Brand. | <p>6.1 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).</p> <p>6.2 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.</p> <p>6.3 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, a healthy and beautiful environment, culture, music and art, etc.)</p> <p>6.4 Identify new initiatives that enhance the Barbados Model.</p> <p>6.5 Promote and facilitate a nation-wide celebration of the Barbados Brand and the Barbados Model.</p> <p>6.6 Establish mechanisms to develop and protect the intellectual property rights of individuals, corporations and the entire society as they brand Barbados globally.</p> | <p>6.1 Comprehensive intellectual property legislation and mechanisms developed by 2007.</p> <p>6.2 Creation of an international cricket academy by 2010.</p> <p>6.3 Creation of an international trade union centre by 2012.</p> <p>6.4 Creation of an international human development centre by 2020.</p> <p>6.5 Establishment of a hemispheric centre for good governance by 2025.</p> | <p>6.1 Comprehensive intellectual property legislation enacted and mechanisms developed.</p> <p>6.2 International cricket academy established.</p> <p>6.3 International trade union centre established.</p> <p>6.4 International human development centre established.</p> <p>6.5 Hemispheric centre for good governance established.</p> |

| Objectives | Strategies | Targets | Indicators |
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| 6.2 To Market the Brand. | <p>6.1 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.</p> <p>6.2 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.</p> <p>6.3 Engage the Barbadian diaspora in promoting the Barbados Brand and Model.</p> <p>6.4 Use the internet, short wave radio and other media for marketing Barbados globally.</p> <p>6.5 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.</p> <p>6.6 Further market Barbados as a premier world tourism destination and international business and financial services domicile.</p> <p>6.7 Market Barbados as a premier international zone of peace, security and political and social stability.</p> | <p>6.1 Universal recognition of the Barbados Brand by 2025.</p> <p>6.2 A top-ten tourism destination in the world.</p> <p>6.3 A world-class international business and financial services domicile.</p> <p>6.4 The number one nation of peace, security, political and social stability in the world.</p> | <p>6.2 Top-ten tourism destination</p> <p>6.3 Classified as a world class international business and financial services domicile.</p> |

APPENDIX

SECTORAL OBJECTIVES AND STRATEGIES

| | | |
|-----------|---|-----|
| 1. | ECONOMIC SECTOR | |
| 1.1 | FISCAL..... | 167 |
| 1.2 | MONETARY..... | 168 |
| 1.3 | INTERNATIONAL BUSINESS AND FINANCIAL SERVICES..... | 169 |
| 1.4 | TOURISM..... | 171 |
| 1.5 | MANUFACTURING..... | 173 |
| 1.6 | TRADE..... | 175 |
| 1.7 | AGRICULTURE..... | 177 |
| 1.8 | BUSINESS DEVELOPMENT AND CONSUMERISM..... | 180 |
| 1.9 | CULTURAL INDUSTRIES..... | 185 |
| 1.10 | PRODUCTIVITY AND COMPETITIVENESS..... | 186 |
| 1.11 | INVESTMENT FACILITATION..... | 187 |
| 1.12 | EXPORT DEVELOPMENT..... | 187 |
| 1.13 | PRIVATE SECTOR DEVELOPMENT..... | 188 |
| 1.14 | HUMAN RESOURCE DEVELOPMENT..... | 188 |
| 1.15 | SCIENCE AND TECHNOLOGY..... | 191 |
| 2. | SOCIAL SECTOR | |
| 2.1 | SOCIAL SERVICES..... | 194 |
| 2.2 | HOUSING..... | 196 |
| 2.3 | SOCIAL SECURITY SYSTEM..... | 197 |
| 2.4 | EDUCATION..... | 199 |
| 2.5 | HEALTH..... | 202 |
| 2.6 | YOUTH DEVELOPMENT..... | 207 |
| 2.7 | SPORTS..... | 209 |
| 2.8 | COMMUNITY DEVELOPMENT..... | 209 |
| 3. | INFRASTRUCTURE AND THE ENVIRONMENT SECTOR | |
| 3.1 | LAND USE PLANNING..... | 210 |
| 3.2 | ROAD NETWORK AND TRAFFIC MANAGEMENT..... | 211 |
| 3.3 | WATER..... | 212 |
| 3.4 | ENERGY..... | 213 |
| 3.5 | TELECOMMUNICATIONS..... | 214 |
| 3.6 | SOLID WASTE MANAGEMENT..... | 215 |
| 3.7 | DISASTER MANAGEMENT..... | 216 |
| 3.8 | ENVIRONMENTAL PROTECTION..... | 216 |
| 4. | GOVERNANCE SECTOR | |
| 4.1 | THE ROLE OF CIVIL SOCIETY..... | 218 |
| 4.2 | DIPLOMACY..... | 220 |
| 4.3 | LAW AND ORDER..... | 222 |

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 modernise 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 recognised tax administration "best practices".
- 1.4 Undertake the automation and modernisation 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 liberalised 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 liberalisation.

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.

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.

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 skills 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 recognised 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 mobilisation 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 capitalise 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 – 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 of the twenty-year ACP/EU Partnership Agreement signed in Cotonou in 2000, and the CARIFORUM/EU Economic Partnership Agreement (EPA) which is scheduled to come into force in 2008.
- 1.6. Actively participate in the work of the World Trade Organisation (WTO) to ensure that multilateral trade rules are developed which recognise 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 liberalisation, 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 Continue to 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 as well as the inter-agency mechanisms created 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 mechanisation 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 utilisation 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.
- 1.5u 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 pursuing 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.

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.

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 young people.

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 standardisation 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 CULTURAL INDUSTRIES

Objective 1.17

To develop cultural industries as a new engine of economic growth and development, with a view to enhancing the competitiveness of the economy of Barbados.

Explanation:

In Barbados, economic growth and development has always been based primarily on sugar, manufacturing and tourism, with the services sector emerging in recent times. Not enough emphasis has been placed on cultural industries as an economic resource. The development of such cultural industries as part of the creative economy will no doubt enhance the competitiveness of the overall economy of Barbados.

Strategies:

- 5.1 Identify the broad range of cultural expressions which are regarded as economic activities. For example, music, dance theatre, film and television, fashion and design and entertainment.

- 5.2 Establish an appropriate institutional framework to support the development of cultural industries.
- 5.3 Devise a regime of incentives to encourage and promote the development of cultural industries and to induce the private sector to participate in this new engine of growth.
- 5.4 Recognise the importance of the sector when negotiating trade agreements in an effort to protect what is Barbadian. Culture must now occupy a pivotal place in trade and investment agreements.
- 5.5 Provide vision, direction and support of the development of the cultural sector through the establishment of instruments, measures and mechanisms, towards the encouragement of entrepreneurship in this sector.
- 5.6 Encourage and promote within the educational curriculum, activities and strategies geared towards the promotion of careers in the cultural industries through the direct involvement of students in activities such as copyright protection, production, presentation and distribution of cultural products.
- 5.7 Establish closer links between cultural industries and tourism both at the level of production and marketing within the region as well as in extra-regional markets.
- 5.8 Establish a National Endowment Fund for the development and strengthening of institutions and training in the cultural industries.
- 5.9 Allocate appropriate resources to cultural research and information necessary for devising and implementing policies for culture as a tool of national development.
- 5.10 Develop a cultural trade policy that is cognizant of the unique vulnerabilities of Small Island Developing States which addresses these issues in the context of the increasing liberalisation of the movement of the people, goods, services and information.
- 5.11 Ratify the UNESCO Convention on the Protection and Promotion of the Diversity of Cultural Expressions.

1.10 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.

1.11 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.

1.12 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 rationalise manufacturing and agriculture and find new niche markets.

- 1.7 Create an 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.

1.13 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.

1.14 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 be 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.

1.15 SCIENCE AND TECHNOLOGY

Objective 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 Science and Technology.
- 1.3. Promote the advantages of the use of science and technology to businesses, to government and the wider 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 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 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.

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, scientists and other such persons capable of undertaking research in areas critical to development and who are capable of developing and adapting new and existing technologies.
- 1.2 Promote the educational 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 Science and Technology 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 knowledge base 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.
- 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 Science and Technology, 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 21st 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, Individual 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 disabled 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 upgrade at least 500 chattel houses annually.
- 1.2 Clear slums and promote urban renewal of three identified areas annually.
- 1.3 Assist tenants with the ownership of land in 300 tenancies 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 gender sensitivity training at all levels of the public sector, private sector and the community.
- 1.3 Promote 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 widespread 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 increased 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 Optimise 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 Resource 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 prerequisite 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, notwithstanding the availability of training, today's teacher must continue 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, team building, counselling, conflict-resolution skills; entrepreneurial development skills.
- 1.4 Establish a Teachers' 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 persons such as parents, 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 evidence-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 Improve the management of the health-care system and strengthening the regulatory role of the Ministry of Health.
- 1.2 Improve 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 Continue 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-governmental 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 Develop adolescent health programmes.
- 1.5 Improve health educational programmes in primary and secondary schools.
- 1.6 Strengthen the national oral health programme and improve 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 Strengthen 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 Enhance monitoring of over-nutrition and under-nutrition in the age group 0-5.
- 1.6 Improve 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 Reduce the incidence of diabetes, hypertension, cardiovascular disease and other CNCDs and occurrence of complications.
- 1.2 Improve all the supportive environments.
- 1.3 Develop 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' 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. 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, increased 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 effect, 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. This 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 spread of international diseases.
- The establishment of a comprehensive institutional hygiene program for 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 health 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 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 owning 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 young people. The recruitment and selection 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 website 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 licensing.

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 proactive in further establishing deeper ties between itself and the young people in the wider community and meeting the new challenges which will arise. 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 young people 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 obtained. 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 the southern part of the island.
- 1.5 Further incorporation of 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 sensitise 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 access 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, minimising 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 peak 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's 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 kilometre 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 Synchronise 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 a 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 ageing 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 in order 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 50-megawatt (MW) wind energy capacity.
- 1.2 Expand the installation of solar water heaters.
- 1.3 Establish a commercial solar photovoltaic (PV).
- 1.4 Establish 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 maximise 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 such as the International Telecommunication Union (ITU).
- 1.9 Develop a 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 liberalised market and focus on maximum growth in relevant human resources.
- 1.12 Monitor global trends to maximise benefits and minimise 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 21st 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 systems and through the promotion of technology-based businesses, such as Internet cafés.
- 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 desired 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 improved 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 past has had to devise strategies to try and halt the process of environmental degradation caused by human activities. Our reefs remain threatened 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 concerned with research on environmental management.
- 1.12 Sponsor annually 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 instances 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 eradicate 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 Fora.

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, modernisation 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 organisations.

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 Organisations.

Explanation:

In the context of liberalisation 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 organisations giving priority to its representation at those organisations 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 recognised 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 resident overseas, and facilitate those wishing to return or invest in Barbados.
- 1.2 Complete the establishment of a skills bank of overseas nationals wishing to utilise 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 organised 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 transshipment 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 collaboration 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 Multilateral 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 School bringing it under a new regime with reduced 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.
