THE COMPREHENSIVE ECONOMIC DEVELOPMENT PLAN, 2013-2017

CEDP 2.0: Redoubling the Effort













Volume 1

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CEDP 2.0: Redoubling the Effort

October 2012

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Acknowledgements

Publication of this the second edition of the Comprehensive Economic Development Plan for Tobago could not have been realized without the invaluable contributions of many individuals and organisations. We at Kairi Consultants wish to thank everyone involved for your enthusiasm and interest in the welfare of Tobago. A complete list of the organisations consulted during this process is attached as Appendix 1.

Table of Contents

Acknowledgements i

Table of Contents iii

List of Tables ix

List of Figures x

Acronyms and Abbreviations xi

Foreword xiv

Executive Summary xv

1 CEDP 2.0: Redoubling the Effort 1

1-1 Background 1

1-2 Tobago's Future Direction 3

1-3 How to Use the CEDP 2.0 5

2 Strategic Framework for Economic Development of Tobago, 2013-2017 8

2-1 The Vision 8

2-2 Overall Goals and Objectives 11

2-2-1 Goal 11

2-2-2 Objectives and Targets 11

2-3 Guiding Principles 12

2-4 Strategic Priority Areas 12

2-5 Relationship with the National Medium Term Strategy 14

2-6 Critical Success Factors 16

2-7 Layout of the Strategic Priority Areas 18

2.8 Conclusion 18

3 Branding Tobago: Clean Green Safe and Serene 19

3-1 Vision 19

3-2 Rationale 21

3-3 Goal 21

3-4 Key Outcomes 21
3-5 Objectives 21
3-6 Initiatives/Actions 22
Outcome 1: Institutionalisation of Tobago Clean, Green, Safe and Serene 22
Outcome 2: A conscious Tobago people mobilised to participate in their Island's development 23
3-7 Summary 24
4 Good Governance and Institutional Reform 26
4-1 Vision 26
4-2 Rational e 27
4-3 Goal 27
4-4 Key Outcomes 27
4-5 Objectives 28
4-6 Initiatives/Actions 28
Outcome 1: Greater autonomy and devolution to the Tobago House of Assembly 28
Outcome 2: Improved public sector performance, delivery of public services and facilities, with transparency and accountability 30
Outcome 3: Land and property rights strengthened 32
Outcome 4: Greater provision and easier access to educational institutions in Tobago 32
Outcome 5: Disaporic capital invested and partnerships strengthened 33
4-7 Summary 35
5 Business Development and Entrepreneurship 37
5-1 Vision 37
5.2 Rationale 38
5.3 Goal 38
5.4 Key General Outcomes 38
5.5 Overall Objectives 39
5-6 General Directive 40
5-7 Sectoral Business Development and Entrepreneurship 41
5-7-1 Tourism 41
5-7-2 Manufacturing 44
5-7-3 Agriculture, Fisheries and Food 46
5-7-4 Entrepreneurship 54

5-8 Summary 58
6 Human Capital Development 64
6-1 Vision 64
6.2 Rationale 65
6.3 Goal 65
6.4 Key Outcomes 65
6.5 Objectives 66
6-6 Initiatives/Actions 66
Outcome 1: Public sector capacity and capability increased to meet Tobago House of Assembly changing requirements 66
Outcome 2: Labour force developed in response to the changing needs of a diversified, performance driven, and self-reliant Tobago 68
Outcome 3: Quality of early childhood, primary and secondary levels of education improved to reflect the holistic development of the child 69
Outcome 4: The effectiveness and performance of the education sector in Tobago enhanced with better planning 70
Outcome 5: Communities transformed into centres of learning with emphasis on the development of people within their space 71
6-7 Summary 72
7 Social Development and Resilience 75
7-1 Vision 75
7.2 Rationale 76
7.3 Goal 76
7.4 Key Outcomes 77
7.5 Objectives 78
7-6 Initiatives/Actions 79
Outcome 1: Expansion in health services to meet needs of the Tobago population 79
Outcome 2: Improved social protection to the poor and vulnerable to reduce social risks of any type in Tobago 81
Outcome 3: Reduction in number of youth falling victim to drug abuse and social deviance 82
Outcome 4: Increased protection for children, women and other family members from domestic violence and abuse 83
Outcome 5: Improvement in delivery of services to communities (linked to SPA 4: Human Capital Development Outcome 5) 84

Outcome 6: Increased safe and affordable housing that cater to the needs of low and middle income households 85

Outcome 7: Successful cultural assimilation of new entrants into Tobago society 86

7-7 Summary 86

8 Improved Infrastructure and Utilities 90

8-1 Vision 90

8.2 Rationale 91

8.3 Goal 91

8.4 Outcomes 91

8.5 Objectives 92

8-6 Initiatives/Actions 92

Outcome 1: Improve institutional capacity and performance in the infrastructure and utilities sector 92

Outcome 2: Achieving a secure and reliable cleaner alternative energy supply for Tobago to support domestic, commercial and industrial needs, consistent with its environmental mandate 94

Outcome 3: An effective, reliable and integrated land, sea and air transportation system developed to facilitate trade and improve movement between Tobago and Trinidad, and between Tobago and the rest of the world 94

Outcome 4: Quality and reliability of utility services improved island wide 96

8-7 Summary 97

9 Enhanced Safety and Security 99

9-1 Vision 99

9.2 Rationale 100

9.3 Goal 100

9.4 Outcomes 100

9-5 Objectives 101

9-6 Initiatives/Actions 101

Outcome 1: The institutional capacity of the policing sector in Tobago enhanced to prevent, detect and solve crimes. 101

Outcome 2: The effectiveness of its operations of the policing sector in Tobago improved through the modernization of infrastructure and equipment 103

Outcome 3: Partnerships with communities developed, with collaboration and relationship between the police and communities improved, thus providing high level of customer service 104

Outcome 4: Preventive measures in place to better inform and encourage youths to make better life changing decisions 105
9-7 Summary 106
10 Environmental Sustainability 108
10-1 Vision 108
10-2 Rationale 109
10-3 Goal 109
10-4 Outcomes 109
10-5 Objectives 110
10-6 Initiatives/Actions 110
Outcome 1: The Concerns of Environment and Climate Change mainstreamed into Tobago's development framework 110
Outcome 2: The physical planning and development control framework for Tobago strengthened 112
Outcome 3: Solid waste management system effectively integrated and Tobago's capacity strengthened in managing solid waste and reduced environmental and health risks associated with plastics, persistent organic pollutants and other hazardous wastes 113
Outcome 4: Tobago's communities, households and residents better prepared for disasters (including in their planning, response and recovery) 114
10-7 Summary 115
11 Towards Implementation of CEDP 2.0 119
11-1 Introduction 119
11-2 Key Conditions for Achievement of CEDP 2.0 121
11-2-1 Subventions and Fiscal Arrangements 121
11-2-2 Planning and Market Place – Resolving Conflicts 121
11-2-3 Tobago Sustainable Development Committee 123
11-2-4 Personal Security 123
11-2-5 Overcoming the Infrastructure Challenge 123
11-2-6 Socio-psychological Paradigm Shift 124
11-2-7 Retention of Youth 125
11-2-8 CEDP 2.0 and Cyberspace 125
11-3 Tobago's Transformation and the National Economy 126
11-4 Conclusion 126

APPENDIX 1:.....127
Organisations consulted during the formulation of CEDP 2.0 Plan.....127

List of Tables

Table 3.1: Summary of the desired outcomes and initiatives to be undertaken under the Brand Tobago Strategic Priority Area. 24

Table 4.1: Summary of the desired outcomes and initiatives to be undertaken under the Good Governance and Institutional Reform Strategic Priority Area. 35

Table 5.1: Summary of the desired outcomes and initiatives to be undertaken under the Business Development and Entrepreneurship Strategic Priority Area 59

Table 6.1: Summary of the desired outcomes and initiatives to be undertaken under the Human Capital Development Strategic Priority Area. 73

Table 7.1: Summary of the desired outcomes and initiatives to be undertaken under the Social Development and Resilience Strategic Priority Area. 88

Table 8.1: Summary of the desired outcomes and initiatives to be undertaken under the Infrastructure and Utilities Strategic Priority Area 97

Table 9.1: Summary of the desired outcomes and initiatives to be undertaken under the Enhanced Safety and Security Strategic Priority Area 106

Table 10.1: Summary of the desired outcomes and initiatives to be undertaken under the Environmental Sustainability Strategic Priority Area 116

List of Figures

Figure 2.1: Strategic Priority Areas, Objectives and Outcomes, CEDP 2.0 13

Figure 2.2: Seven Interconnected Pillars of Sustainable Development of Trinidad and Tobago 15

Figure 2.3: Development Process Cycle 17

Figure 3.1: Conceptualization Clean, Green, Safe and Serene 24

Figure 5.1: Targeted Industrial Sectors at Cove Eco-Industrial and Business Park 45

Figure 5.2: Commodities and Livestock to Target for Growth 48

Figure 8-1: Social and Economic Impacts 93

Acronyms and Abbreviations

ADB	-	Agricultural Development Bank
BDU	-	Business Development Unit
CAPA	-	Collaboration, Actions, Projects and Accountability
CBOs	-	Community-Based Organisations
CCTV	-	Closed Circuit Television
CEDP	-	Comprehensive Economic Development Plan
CEDP 2.0	-	Comprehensive Economic Development Plan for Tobago 2013-2017
CEPEP	-	Community-Based Environmental Protection and Enhancement Programme Tobago
CERT	-	Community Emergency Response Team
CGSS	-	Clean, Green, Safe and Serene
CNG	-	Compressed Natural Gas
COSTAATT	-	College of Science, Technology and Applied Arts of Trinidad and Tobago
CPO	-	Chief Personnel Officer
CSI	-	Crime Scene Investigation
CSO	-	Central Statistical Office
DDFT	-	Diaspora Development Fund Trust
EAF	-	Enterprise Assistance Fund
ECIAF	-	East Caribbean Institute of Agriculture and Forestry
EDF	-	Enterprise Development Fund
E-IDCOT	-	Eco-Industrial Development Company of Tobago
GDP	-	Gross Domestic Product
GIS	-	Geographic Information System
GORTT	-	Government of the Republic of Trinidad and Tobago
GPS	-	Global Positioning System
GVA	-	Gross Value Added

HIV/AIDS	-	Human Immunodeficiency Virus / Acquired Immunodeficiency Syndrome
HPV	-	Human Papilloma Virus
HR	-	Human Resource
HRD	-	Human Resource Development
ICT/ICTs	-	Information and Communication Technology/Technologies
LAP	-	Local Area Plan
LMIS	-	Tobago Labour Market Information System
M&E	-	Monitoring and Evaluation
mcm	-	Million Cubic Metres
MSME	-	Micro, Small, Medium Enterprises
MSTTE	-	Ministry of Science, Technology and Tertiary Education
NGC	-	National Gas Company
NGOs	-	Non-Government Organisations
NSDS	-	National Spatial Development Strategy
PAM	-	Programme for Adolescent Mothers
POPs	-	Persistent Organic Pollutants
PSA	-	Public Service Association
PTSC	-	Public Transport Service Corporation
REIT	-	Tobago Real Estate Investment Trust
SEA	-	Secondary Entrance Examination
SeMIS	-	Socioeconomic Information Management System
SEPs	-	Special Employment Programmes
SMEs	-	Small and Medium Sized Enterprises
SPA	-	Strategic Priority Area
SWMCOL	-	Solid Waste Management Company Ltd
T&TEC	-	Trinidad and Tobago Electricity Commission
TTPS	-	Trinidad and Tobago Police Service
TDC	-	Trinidad and Tobago Tourism Development Company Ltd
TEMA	-	Tobago Emergency Management Agency
THA	-	Tobago House of Assembly
THTA	-	Tobago Hotel and Tourism Association
THTI	-	Tobago Hotel and Tourism Institute
THTI	-	Tobago Hospitality and Tourism Institute

TITL	-	Tobago Information Technology Limited of the Tobago House of Assembly
TRHA	-	Tobago Regional Health Authority
URP	-	Unemployment Relief Programme
UTC	-	Unit Trust Corporation
UTECH		University of Technology
UTT	-	University of Trinidad and Tobago
UWI	-	The University of the West Indies
WASA	-	Water and Sewerage Authority
YAPA	-	Youth Apprenticeship Programme in Agriculture

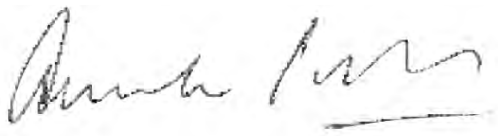
Foreword

Publication of this document represents yet another step in the iterative process of guiding the social and economic development of Tobago. This particular phase of the process began with the publication, in 2005, of the landmark 'A Comprehensive Economic Development Plan For Tobago (2006-2010)'. That earlier plan sought to position Tobago as an economic growth pole, distinct from but supportive of and complementary to the economy of the archipelagic state of Trinidad and Tobago.

The next step was undertaken in early 2012 when the Division of Finance and Enterprise Development commissioned a 'Review of the Comprehensive Economic Development Plan 2006 – 2010'. Two significant findings emerged. First was the strong, negative impact of the economic and financial crisis in the United States and Europe, since 2008, on international tourism in Tobago and the resulting increased reliance of the economy of Tobago on the operations of the Tobago House of Assembly. Second, the Plan did not contain a specific programme of implementation. Fortunately, expenditure by the Tobago House of Assembly has been relatively stable, mitigating to some extent the decline of the tourist sector, itself helped by a strong increase by domestic tourism. On the matter of implementation, the matter has been directly addressed in the new Plan.

It is therefore, in the context, of a rapidly changing world and national economy, that 'The Comprehensive Economic Development Plan 2013 – 2017' has been developed. This new plan seeks to further restructure and transform the society and economy of Tobago to be better able to adapt so as to exploit rapid and unpredictable changes in the national and global economy.

This new Plan is presented in two volumes. Volume 1 presents the policy framework and Volume 2 presents the Implementation and Action Plans. I hereby commend this document to all persons and organizations involved in the social and economic development of Tobago. I sincerely hope that the new, two-volume format assists in the identification of policy considerations (Volume 1) and the logical flow to Implementation (Volume 2).



Dr. Anselm London PhD
Secretary of Finance and Enterprise Development

Executive Summary

CEDP 2.0 Tobago's Future

The Comprehensive Economic Development Plan (CEDP) for Tobago 2013-2017 (or CEDP 2.0) has as its point of departure the experience of its precursor, the CEDP of 2006-2010. There is the unanimous view in the revisit of that plan, that it was comprehensive in so far as all the actionable variables were addressed, and it provided a robust platform in undertaking the transformation of the economy of Tobago.

Even though there has been a global crisis, the likes of which were not foreseen in 2006, when the first plan was written, the fundamentals of transformation and diversification of the economy of Tobago remain the same and need to be addressed, but with even more urgency, based on informed projections of the future.

Stakeholders consulted in the first half of 2012 proposed the naming of the plan CEDP 2.0, in recognition of the fact that there is need for a redoubling of the effort, but with the lessons gleaned from the experience of the first plan, and with a sensitivity to the role that Information and Communications Technologies (ICTs) and the ongoing technological revolution will play in Tobago's transformation.

The Vision for the CEDP 2006-2010 included the following key elements:

A diversified self-sustaining economy;

Sustainable environment;

A high level of human resource development;

Quality and affordable health care and education services;

Greater devolution to the Tobago House of Assembly (THA);

An empowered and active civil society;

Strong non-government organisations (NGOs) and community-based organisations (CBOs);

Self-actualisation; and

An improved transportation system.

The Goal of the CEDP 2.0 is to transform and diversify the Tobago economy such that it is better able to adjust to rapid changes in the national and international economies by producing products and services in which it can retain a competitive edge. There were seven priority areas elaborated in CEDP 2006-2010. In redoubling the effort for CEDP 2.0, these have been revisited and Strategic Priority Areas identified and programmes tweaked in the light of the more updated situational analysis and review of the first CEDP. These are listed below, but their numbering does not suggest hierarchy.

Priority Area I: Branding Tobago

Clean, Green, Safe and Serene as a frame of reference for Tobago is etched in the psyche of large sections of the population, although its source in the earlier plan is not well known even within the lower levels of officialdom in the THA. It is still possible to rally the population at large around the idea of creating and maintaining a Tobago that meets the standards heralded in the brand.

In formally branding the island, the objective is to mobilize the vast majority of the population to commit to a social and personal responsibility in maintaining a certain quality in the social and physical environment and in the precincts that they traverse in their daily lives. Moreover, it will be immediately apparent to visitors to Tobago that the residents are driven by an unwavering commitment to maintaining their Island as a clean, green safe and serene space.

There will be need for social marketing of the concept, through the mass media, participatory methodologies and other mechanisms, such that there is a constant focus on the achievement of this composite goal. There will be need for a Tobago Sustainable Development Committee comprised of a cross-section of stakeholders to initiate the branding and to maintain oversight over implementation of the CEDP 2.0.

Maintenance of the brand would require a number of concrete steps, including:

- Encouraging firms/businesses in Tobago to align their advertising and activities consistent with the image of a Clean, Green, Safe and Serene Tobago
- Design and production of the stationery of THA with watermarks evoking aspects of a Clean, Green, Safe and SereneTobago.
- Development and placement of Welcome Signs throughout Tobago, emblazoned with the Clean, Green, Safe and Serenetheme.
- Production and distribution of promotional material on aircraft for visitors to Tobago, which raises awareness of the Tobago brand, and the requirements on visitors to observe.
- Periodic benchmarking by rating agencies on the management of the environment of Tobago

The products of Tobago would qualify for branding subject to setting standards for a green economy.

Priority Area II: Good Governance and Institutional Reform

The THA provided the framework in which the population at large contributed to the elaboration of a draft revision of the THA Act No. 40 of 1996 with a view to devolve responsibility for Tobago to the elected officials of the THA and the resident population of the island. The Central Government has published its own Green Paper, the underlying premise of which is that any change in the relationship between the Central Government and the THA has to be supported by an amendment to the Constitution. The governance issue remains contentious in inter-governmental relations between Trinidad and Tobago and much depends on the resolution of the apparent conflict between the two levels of Government: the updating of the relationship consistently with the needs and wishes of the people of Tobago will be important in enabling the THA to fulfil CEDP 2.0. There are a number of areas requiring institutional reform as a matter of urgency and will be addressed in the plan. The most urgent apply to:

Tax Revenue: The capacity to raise revenues by THA, quite apart from funding provided by subventions from the Central Government, and to borrow and to engage in long term investments requiring longer term loans, will involve reforms in the fiscal arrangements now in place. The acceptance of the concept of fiscal federalism will underpin the process, by which the THA will raise some of the revenue needed for programmes in Tobago that may not have the same relevance to Trinidad. Until such time that Tobago arrives at the stage where its contribution to Gross Domestic Product (GDP) is commensurate with the size of its population, it will need to be a net recipient of transfers from the Central Government.

Statistical Data : The THA Act No. 40 of 1996 gives the THA responsibility for the collection of statistics in Tobago. However, the Central Statistical Office is entrusted, through the Statistics Act, with the responsibility for data gathering and for national surveys of all types. Although in recent years, some attempt has been made to address the needs of Tobago, with the establishment of a permanent staff in Tobago, the data needs of the island and of the THA have not been met, with negative implications for the running of the economy of Tobago and for assessing the efficacy of various types of social and economic interventions.

Health Services: The Medical Officer for Health in Tobago must be empowered to act in the public interest without having to secure approval from the Chief Medical Officer in Trinidad. There will be need for change in legislation and in the regulatory system relating to health.

Physical Planning and Development Control There is need to devolve responsibility for physical planning to the THA, but with clear regulatory procedures in place to protect the public from arbitrary decision making on the part of the THA. At the same time, there is need to take into account the need for the special status of Tobago as a highly fragile eco-system to be respected given its vastly different ridge to reef imperatives vis-à-vis Trinidad, and its distinctive historical and cultural antecedents. Under the current THA Act, there are provisions for establishing physical planning unit within the THA which would have responsibilities for addressing physical planning and development control at the regional level. However, in practice, the THA has had a very limited role in the decision making in respect of development controls. In measuring up to the requirements of improved governance, the THA will:

Modernise its operations including through the application of ICTs;

Establish a Tobago Socioeconomic Management Information System in support of an open government system; and

Introduce performance-based systems in public administration.

Among the path-breaking initiatives that the THA is expected to undertake in this priority area are:

The development of a data base of non-resident Tobagonians with a view to accessing services from time to time, by 're-draining brains' of highly trained professionals for the development of Tobago;

Mobilising of diasporic capital, possibly through a Tobago Diaspora Mutual Fund to contribute investible resources for Tobago's development; and

Reforming and upgrading the Tobago Heritage Land Trust, with the possible participation of the credit unions in Tobago, and under the rubric of Tobago Real Estate Investment Trust (REIT).

Priority Area III: Business Development and Entrepreneurship

The development of business enterprise and the emergence of entrepreneurship among Tobagonians is a major imperative in the transformation of the island. A hallmark of success will be a Tobagonian citizenry feeling a strong sense of participation at all levels, in creating the kind of Tobago that they would like see evolve.

With a GDP contribution of less than 1.2 percent of the national pie from its resident population of some 5.0 percent, it is critical that the private sector grows and expands with large numbers of Tobagonians involved, and that young people who have traditionally migrated to Trinidad and elsewhere be provided with opportunities to start their own businesses or to have a wide range of opportunity for meaningful employment in Tobago.

As the THA expands the economic and social infrastructure, new opportunities will emerge in the tradable and non-tradable sectors. The prime tradable sector has been tourism and related industries: Tobagonians need to be involved in the ownership and running of hotels and guest houses, along with ancillary services. Distribution, Commerce, Agriculture, local manufacturing and agro-processing, Construction and Contracting Services are all areas of business serving the domestic market and in

which Tobagonians would need to be involved as the entrepreneurs and business people, as these activities expand.

Over the period of CEDP 2006-2010, there were a number of initiatives to stimulate enterprise among Tobagonians. With CEDP 2.0, Tobago will see expansion in the areas of Agriculture and Agri-business, with branded products and produce through the Tobago Food Policy and Action Plan. Considerable private sector activity is likely, and Tobagonians have to be prepared to realize the possibilities.

Given the need to reduce the size of Government and to rely more on private sector growth, there is need for an expansion of the entrepreneurial class in Tobago. In the absence of this, enterprise growth will rely almost totally on outsiders, with potential for resentment and conflict from Tobagonians, who may feel reduced to being witnesses in the development of their space. An increase in the number of entrepreneurs assisted to get started by 200 percent is a reasonable objective for CEDP 2.0. Support systems for training and provision of credit like the Business Development Unit (BDU), the Enterprise Assistance Fund (EAF), the Venture Capital Fund are critical in the attainment of this objective. These institutions and Eco-Industrial Development Company of Tobago (E-IDCOT) Ltd will need to collaborate in monitoring the growth and development of business and enterprise among Tobagonians to assess the efficacy of their approaches in seeding Tobago entrepreneurship, and ensuring equitable participation of all groups in Tobago society.

Besides Distribution, Commerce and Construction, which are non-tradable sectors that respond to any expansion in the economy, there are initiatives in selected sectors that will contribute to the transformation and diversification of Tobago in CEDP 2.0. These are:

Tourism – the resuscitation of the industry is critical to Tobago's development. The recently announced Central Government guarantee of loans to hotel properties contributes one plank in the rebuilding of the industry. The CEDP 2.0 will involve rebranding Tobago as a destination, the addition of at least 1,500 quality rooms, including 5 star rooms, training for various levels of personnel, including focused programmes for smaller owner/operators, upgrade of ICTs, development of ancillary activities, rebuilding of air terminal at ANR Robinson International Airport, and provision of support infrastructure by the THA. An important component of ancillary services and activities is the Creative Sector with the Entertainment Arts being central within this category. The development of a Tobago Tourism Development Plan is critical to these proposals;

Agriculture and Agro-processing – the continued expansion of the sector, with forward links with fresh market supplies to hotels and guest houses, the control of praedial larceny, the introduction of a Tobago Eco-foods label and certification system, and development of industrial organisation among small-scale producers and processors to deal with scale challenge. It is critical that the issue of land distribution and land ownership be addressed in the short term. Tree crops, vegetables, root-crops, teas and herbs are some of the items in crop production, while pigs, sheep and goats are the focus of small animal husbandry.

Fisheries – revival of the sector through exploitation beyond near-shore waters, but with strategies to avoid over-fishing, and development of strong processing sector. The initiatives proposed in the first CEDP are fundamental to the establishment of a viable and well managed fishing industry and must now be applied in this implementation period;

Manufacturing – new industry emerging at Cove Eco-Industrial and Business Park, some of it medium sized or even large scale, but all fitting the criterion of being green or eco-sensitive, with some of the space at the Estate allocated for incubators and start-ups;

Natural Gas Processing and Electricity Generation – the National Gas Company (NGC) plant at Cove Eco-Industrial and Business Park has been built and is linked to the operation of Trinidad and Tobago Electricity Commission (T&TEC) also at Cove, to anchor electricity supply on the use of the compressed natural gas (CNG).

Priority Area IV: Human Capital Development

The upgrade of the human resources of Tobago is a cross-cutting requirement in the development and transformation of the island. Over the period of CEDP 2.0, Tobago has to make a rapid transition to a labour force competitive by 21st century standards, from a base of human resources in which many in the adult population have achieved only limited education, and a disturbingly large percentage of those currently in school are mediocre or worse in educational performance.

The main thrust in human resource development in CEDP 2.0 is to take Tobago from third world to first world status in short order. This will involve:

Implementation of a comprehensive Human Resource Development Programme and Action Plan for the THA and other public sector agencies in Tobago;

Implementation of a short term training programme for public sector personnel directly involved in Tobago Clean, Green, Safe and Serene programme;

Restructuring of all workfare programmes to support development of workers and their graduation out of such programmes;

Re-establishment of a Tobago Productivity Council to address the challenges of low productivity in the work-force;

Beyond the regular and traditional educational delivery system, universal access to the internet and to electronic texts for self-education;

The provision of services to the adult population of internet access in community centres and counselling services to the individual allowing each to engage in self-education;

Formal arrangements with institutions abroad and in Trinidad capable of providing Distance Education to large numbers of adults with user friendly programmes in Tertiary and Post-Secondary Education, and technical and craft related areas for persons seeking training.

The strengthening of the collaboration and cooperation among tertiary education agencies and establishment of strong links between the University of Trinidad and Tobago (UTT), The University of the West Indies (UWI), College of Science, Technology and Applied Arts of Trinidad and Tobago (COSTAATT) and tertiary education providers in Tobago.

The closing of the gap in educational attainment between Tobago and Trinidad, and between Tobago and other countries with which it would like to be compared will require substantial involvement in large numbers among the adult population, in upgrading through education and training.

Priority Area V: Social Development and Resilience

There has been substantial expansion of the infrastructure to support social development. A growing economy will attract an influx of labour and new residents. The assimilation of new settlers will need to be addressed as this relatively homogeneous society becomes more diverse. Housing needs will be addressed, through active involvement of the THA in the development of housing estates, but also through institutional mechanisms to encourage young people to save for home-ownership.

Tobago has established its prowess in international sport, the 2012 Olympiad being the most recent example. Even with its more limited infrastructure than Trinidad, Tobago has contributed more to the national team representing the country than would be expected from its share in the population. It is the powerhouse of the country's athletics medalling capacity. In all national competitions at the secondary school level, Tobago is always a force to be reckoned with, and provides more per 1000 of population of the rising national stars, soccer being another area beside athletics where this has been significant. There is much already to be built upon.

In respect of the human capital, various avenues will be opened to allow all Tobagonians to catch up and to emulate others in the forefront of the Knowledge Economy and International Information Society of the 21st century. This will be done through:

> Education facilities within reach of all communities which will be equipped with internet access, such that students at all levels, can access information in real time to support teaching and learning in the school system, including availing themselves of free online programmes from among the best in the world, like AcademicEarth.org, all with the objective of providing the best education possible to all;[1] their grounding in the culture and society of Tobago has to be underpinned by exposure to the History of Tobago and Trinidad, and to Social Studies that focus on the island as the centre of their world, looking out to the wider nation, the Caribbean Region, and the rest of the world;[2] special attention to be paid to male underperformance across the educational system; physical education to be made an integral part of the curriculum and linked to education on diet and healthy eating habits; development of a special programme at the secondary level where students with recognised ability can be allowed to manage training in their selected sport discipline, with special arrangements made in time-tabling and in respect of individual funding for their pursuing their area of interest, along with their regular secondary school programme;
>
> Early Childhood as the foundation to the educational system, universalised across Tobago, and supported by effective regulation to ensure quality in the public and private delivery systems.

In the area of health and wellness, general welfare, Sports and recreation, CEDP 2.0 anticipates an active role for the THA, through:

> Primary health care and other facilities, as well as the marketing of health and wellness which will permit all to enjoy a better quality of life and good health and free of chronic disease for as

[1] See http://academicearth.org/courses/ and http://mitx.mit.edu/

[2] All students in Tobago, and as well, everyone in the management of the various cadres of the THA should have exposure to the excellent two volume tome of S. Craig-James.

long as possible, and fewer cases of persons needing to seek secondary and tertiary level services outside of Tobago;

Social and community services which will treat with social risks like community disorganisation, dysfunctional youth, drug abuse, incest, violence against women and children, and deliver support to persons with physical and social disabilities, to realise their potential;

Sport and recreation facilities, which will allow Tobagonians in all their communities to pursue active recreation and to compete in sport at all levels, including in international competition, and generally to realise their fullest potential, and for the more mature and elderly citizens to maintain good health through physical activity;

Establishment of a Sports Academy to provide training, education and coaching to elite athletes and sports persons in Tobago, thereby allowing them to rise to highest level in international competition, with supporting links to tertiary institutions with specialisations in Sports, like University of Technology (UTECH) in Jamaica, and elsewhere in the world.

Priority Area VI: Improved Infrastructure and Utilities

The largest single area of expenditure by the THA has been in the Division of Infrastructure and Public Utilities. When this is added to expenditure on the economic infrastructure – Cove Eco-Industrial and Business Park – and private sector construction, it is evident that there was substantial activity in the Construction Industry in the period of CEDP 2006-2010. There was considerable investment in roads, drains and retaining structures, upgrade of public buildings and heritage sites, delivery of housing units, transportation and utility penetration.

The major challenge faced in CEDP 2.0 is the continued expansion in the physical infrastructure, in the context of upgraded building codes in the light of environmental threats posed by earthquakes, tsunamis, sea level rise, and hurricanes of greater intensity and frequency.

In CEDP 2.0, attention will be given immediately to the elaboration of a Land Use Plan for the entire island, which will discipline future physical infrastructure development. The major big ticket items to be addressed include:

The continued expansion of land development for housing and the building of housing units and their distribution to treat with the needs of lower and middle income households in Tobago;

Upgrade of the telecommunications infrastructure with high speed internet and broadband services universally available across Tobago;

The development of a commercial port or an appropriate floating dock, given the importance of protecting the reef systems around the island;[3]

The building of a modern airport terminal at the ANR Robinson International Airport;

The upgrade of Scarborough into a city with public/private sector investment and cooperation, and with a view to maintaining and creating design features consistent with the history and culture of Tobago;

[3] The feasibility of a floating dock rather than a large permanent port facility may have to be considered. See http://www.israel-shipyards.com/commercial-002.asp for a floating dock solution in Israel.

The development of an asset management system to ensure that all infrastructure is maintained based on some fixed schedule;

The establishment of an integrated waste management system with possibilities for promoting waste minimisation, recycling and better treatment and disposal;

Switch to CNG for vehicles operating in Tobago; and

Introduction of cameras and an electronic security system across all of Tobago to ensure 24/7 policing of all public thoroughfares.

Priority Area VII: Enhanced Safety and Security

The last ten years have witnessed in other parts of the Caribbean and in Trinidad, a massive inflow of drugs from South America, accompanied by a flood of guns and other ammunition. Tobago is being affected, and although crime in Tobago has not attracted the type of headlines associated with certain districts in Trinidad, there have been incidents that have tarnished the image of Tobago, and have compromised its image as a safe and secure location.

In the period of CEDP 2.0, the THA has to invest in the upgrade of technology for policing with the introduction of cameras to monitor the entire island 24/7, irrespective of any measures taken by the Central Government, through the national Police Service. The THA has to establish its own service, as an adjunct to the national Police, just as the Regional Corporations in Trinidad are allowed the facility of their own Police Service.

Ports of entry in Tobago - at the airport and the seaports - will be equipped for searches of baggage, of vehicles and containerized cargo to prevent entry of narcotics, and guns and ammunition of any type. The most modern technology has to be acquired and constantly upgraded in this regard. Personnel with training in this area, has to be sourced, and their probity tested from time to time. Sniffer dogs have to be acquired. Tobago has to also invest in monitoring what takes place 24/7 around its coast line.

Other specific measures include:

Establishment of a community policing system to foster a closer relationship between communities and the Police Service;

Interventions to curb domestic violence and crimes against children, with a 24-hour Child Protection Hotline in place;

Expansion of services in conflict management and dispute resolution, with encouragement to citizens to seek professional assistance in arriving at fair and equitable solutions to disputes;

Establishment of anger management programme in school system; and

Universalising model of the Roxborough Youth Club to other communities across Tobago.

Improved safety and security extend to the management of traffic and electronic monitoring of infractions of the speed limit on the roads of Tobago. Given the environmental risks that confront the Island, enhanced safety and security involves the improvement in the operations of Tobago Emergency Management Agency (TEMA), which is already outstanding in the tasks that it discharges. Engaging entire communities as first responders in the face of natural disaster, ensures that many more people develop the capacity to protect themselves.

Priority Area VIII: Environmental Sustainability

Clean and green immediately evoke concerns for the environment. CEDP 2006-2010 sought to place Tobago on an eco-sensitive path to transformation. CEDP 2.0 continues in that vein, with many more stakeholders better informed on the threat to the environment and to their collective responsibility for the protection of a fragile eco-system. Environmental sustainability, climate change adaptation and disaster risk reduction are the business of all Tobagonians. The THA will need to redouble its efforts given that only two of the projects identified to support environmental sustainability were initiated in the earlier plan. These others include specifically:

Environmental Best Practices Guide for Public Sector Agencies Operating in Tobago;

Comprehensive Land Use Plan for Tobago as well as local area plans;

Establishment of Physical Planning Unit in the THA;

Switching Public Transport and THA Vehicles to CNG;

Integrated Management of Solid Waste System, with support of systems for the recovery of recyclable materials and for the safe disposal of hazardous waste;

Disaster Vulnerability Assessment;

Inventory and Documentation of Tobago Natural Resources;

Introduction of Environmental Management in Schools;

Extension of the Multi-hazard Community Early Warning System throughout Tobago; and

Institutional Strengthening of the Department of Natural Resources and the Environment.

There are a number of areas that invite special attention in undertaking CEDP 2.0. On the one hand, they relate to institutional structures, and on the other, to the social psyche of the society. On the structural dimension, there is the need for:

The creation of a formal institutional structure to focus on Plan Implementation for CEDP 2.0;

The institutionalisation of arrangements to facilitate the initial placement and distribution of young people returning from training and education and abroad, in productive activity or provision of assistance for their starting businesses of their own; and

The establishment of a Tobago Productivity Council, drawn from the various social partners in the economy.

Engagement of the citizens at the personal level is an issue to be addressed also, but success depends on the degree to which people are prepared to commit and engage at the socio-psychological level to a value system of participation and community empowerment. The THA has few options but to seek to involve as many as possible in creating the new Tobago. The leadership and key stakeholder organisations have to rise to demands for social marketing, through which, there can be:

Inculcation of personal responsibility for life-long learning and self-upgrading, and wellness, on the part of the Tobagonian;

Sensitivity to the protection of others and oneself from harm including in the use of the amenity resources of the island in the public domain - prevention of water pollution from use of chemicals and from other human interventions like impairment of coastal protection by human damage to the reefs;

The introduction and acceptance of performance-based budgeting within the organs of the THA, with a view to improving accountability and transparency and investing them with appropriate importance among public servants, such that their modus operandi and demeanour demonstrate that they are responsible to the public.

The major imperatives in realising CEDP 2.0 are, in summary:

Adequacy of fiscal provisions for recurrent and capital expenditures, whether by way of subventions, or taxes or both;

Resolution of contradictions between signals of the market place and requirements of the plan;

Establishment of the Tobago Sustainable Development Committee to supervise and monitor plan implementation, and creation of statistical data base to aid in planning, and modelling the economy of Tobago as a distinct economic space;

Improvement of a sense of personal security;

Provision of essential infrastructure – telecommunications, airport terminal upgrade, etc;

Socio-psychological shift in thinking on the part of large sections of the population in respect of personal responsibility in such matters as environmental protection, wellness and healthy living, and life-long education;

Retention of youth and their engaging with their Tobago space as the basis for life-long self-actualisation and self-fulfilment; and

Documentation on CEDP 2.0, becoming a live working document, with regular updates, and not consigned to the shelves of officialdom, but placed online and in cyberspace, and available to wide publics in real time for comments and inputs.

The transformation of the economy cannot be realized without the growth of key sectors. The realization of the goals of CEDP 2.0 will depend on the degree to which the THA and the private sector in Tobago can raise the rate of growth of the economy over the period of the plan. This might mean a rate of growth of at least five to six percent or more over the period of the Plan. To the extent that these stakeholders succeed, Tobago may well come to represent much over 2.0 percent of the national economy by 2017.

The THA will need to be resourced appropriately to establish the relevant institutions and to invest in the necessary physical and economic infrastructure. The imminent reform in intergovernmental relations must take account of the previous under-funding of Tobago's development over the first half and more of the 20th century. Devolution to a federalist oriented model a la Canada, will entitle Tobago to proceeds from its maritime space that may well dictate that it receive in excess of 8.0 percent of the revenue raised by the Government of the Republic of Trinidad and Tobago (GORTT).

A vibrant Tobago is likely to be the locus of faster pace development in the next five years, given all the prospects that attend the gas driven economy of Trinidad. The rapid transformation of the economy of Tobago may well rescue Trinidad and Tobago from further decline in its rate of growth. Tobago has established its capacity to complement Trinidad in the development of the nation. Over the next five years, through CEDP 2.0, its role in national development will become even more critical as the imperative of economic diversification emerges as the ultimate survival and revival strategy for the country as a whole.

CEDP 2.0: Redoubling the Effort

1 Future in Focus, Past in Rear-view

1-1 Background

The Comprehensive Economic Development Plan, 2013-2017 (CEDP 2.0) is the second socio-economic plan that has been prepared for Tobago and its residents in the 21st century. CEDP 2.0 builds on the first Comprehensive Economic Development Plan (CEDP) of 2006-2010, which provided a roadmap for sustainable development for Tobago, in which natural gas was going to be an important enabler in the economic development of the Island. The proposed activities centred on making Tobago Clean, Green, Safe and Serene. Those watchwords seem to have become etched in the psyche of the population.

CEDP 2.0 reconceptualises the principles of its immediate precursor in the context of the demands of the second decade of the 21st century. The most salient features of this decade are the shift to Asia as the dynamo of the international economy, and the impacts of climate change. In light of the two, Tobago will have to accommodate to a future in the nation state of Trinidad and Tobago, in which it continues its diversification process, while at the same time building a solid economic base and the resilience that would allow Tobagonians to withstand both internal and external shocks.


TOBAGO-HOUSE-OF-ASSEMBLY
TOBAGONIANS Cove-Eco-Industrial-Estate,
SUN-SEA-SAND TOBAGO-HOUSE-OF-ASSEMBLY,
COMPETITIVENESS PARTICIPATORY-GOVERNMENT
Sun-Sea-Sand,
Environmental-Compliance,
ENVIRONMENTAL-COMPLIANCE
Tobago-Pride,
COVE-ECO-INDUSTRIAL-ESTATE
ACCOUNTABILITY,
PRODUCTIVE-SECTORS
Participatory-Government,
Equitable-Development,
TOBAGO-HOUSE-OF-ASSEMBLY
Autonomy, Sun-Sea-Sand,
Clean-Green-Safe-Serene,
Clean-Green-Safe-Serene,
Equitable-Development,
National-Development,
ECO-SENSITIVE-ENTERPRISES
ENVIRONMENTAL-HEALTH
Competitiveness,
SOCIAL-COHESION
ECO-SENSITIVE-ENTERPRISES
PARTICIPATORY-GOVERNMENT
Clean-Green-Safe-Serene,
Accountability,
CLIMATE-CHANGE-RESILIENCE
PARTICIPATORY-GOVERNMENT
TOBAGONIANS CLIMATE-CHANGE-RESILIENCE
Industry, Clean-Green-Safe-Serene,
INDUSTRY TOBAGO-HOUSE-OF-ASSEMBLY
CLIMATE-CHANGE-RESILIENCE
Industry, ENTREPRENEURSHIP
National-Development,
ENVIRONMENTAL-HEALTH
Green-Ecohomy,
TOBAGO-HOUSE-OF-ASSEMBLY
ECO-SENSITIVE-ENTERPRISES,
Tourism, Natiohal-Development,
PARTICIPATORY-GOVERNMENT Tourism,
AUTONOMY COMPETITIVENESS
Tobagonians CLIMATE-CHANGE-RESILIENCE
ACCOUNTABILITY,
GREEN-ECONOMY,
ENTREPRENEURSHIP
ENVIRONMENTAL-HEALTH
National-Development,
CLEAN-GREEN-SAFE-SERENE
Cove-Eco-Industrial-Estate,
TOBAGO-PRIDE ECO-SENSITIVE-ENTERPRISES,
ECO-SENSITIVE-ENTERPRISES
SUN-SEA-SAND TOBAGO-HOUSE-OF-ASSEMBLY,
Tourism, Clean-Green-Safe-Serene,
SUN-SEA-SAND EQUITABLE-DEVELOPMENT
EQUITABLE-DEVELOPMENT, INDUSTRY
ENVIRONMENTAL-COMPLIANCE
ACCOUNTABILITY Equitable-Development,
COMPETITIVENESS COVE-ECO-INDUSTRIAL-ESTATE,
PARTICIPATORY-GOVERNMENT AUTONOMY,
ECO-SENSITIVE-ENTERPRISES
Green-Ecohomy,
Tobagonians,
PRODUCTIVE-SECTORS
SOCIAL-COHESION
TRANSPARENCY
ENVIRONMENTAL-HEALTH,
TOBAGONIANS
SUN-SEA-SAND
PRODUCTIVE-SECTORS
National-Development,
Entrepreneurship,
ECO-SENSITIVE-ENTERPRISES
Eco-Sensitive-Enterprises,
ENVIRONMENTAL-COMPLIANCE
PARTICIPATORY-GOVERNMENT
Autohamy, ENVIRONMENTAL-COMPLIANCE
TOBAGO-HOUSE-OF-ASSEMBLY,
SECURE-COMMUNITIES Tobago-Pride,
SUN-SEA-SAND Equitable-Development,
ENVIRONMENTAL-COMPLIANCE
COVE-ECO-INDUSTRIAL-ESTATE
ENVIRONMENTAL-HEALTH,
TRANSPARENCY PRODUCTIVE-SECTORS,
NATIONAL-DEVELOPMENT TOBAGONIANS
ECO-SENSITIVE-ENTERPRISES
NATIONAL-DEVELOPMENT
National-Development,
SECURE-COMMUNITIES,
ACCOUNTABILITY
Social-Cohesion,
ENVIRONMENTAL-HEALTH
SUN-SEA-SAND
COMPETITIVENESS
Tobago-Pride,
GREEN-ECONOMY
COVE-ECO-INDUSTRIAL-ESTATE,
TOBAGO-HOUSE-OF-ASSEMBLY,
CLEAN-GREEN-SAFE-SERENE
CLIMATE-CHANGE-RESILIENCE,
TOBAGO-PRIDE
ENTREPRENEURSHIP
SOCIAL-COHESION
Equitable-Development,
COVE-ECO-INDUSTRIAL-ESTATE,
COVE-ECO-INDUSTRIAL-ESTATE,
Environmental-Health,
Climate-Change-Resilience,
ENVIRONMENTAL-COMPLIANCE
Environmental-Compliance,
Participatory-Government,
Participatory-Government,
Social-Cohesion,
Productive-Sectors,
Environmental-Compliance,
CLIMATE-CHANGE-RESILIENCE,
Participatory-Government,
PRODUCTIVE-SECTORS
SOCIAL-COHESION,
COMPETITIVENESS
Accountability,
COMPETITIVENESS,
Tourism,
TOBAGO-HOUSE-OF-ASSEMBLY
Eco-Sensitive-Enterprises,
CLIMATE-CHANGE-RESILIENCE,
National-Development,
EQUITABLE-DEVELOPMENT,
ENVIRONMENTAL-COMPLIANCE,
CLIMATE-CHANGE-RESILIENCE,
Environmental-Health,
SECURE-COMMUNITIES
COMPETITIVENESS
Productive-Sectors,
Sun-Sea-Sand,
Entrepreneurship,
Environmental-Health,
CLEAN-GREEN-SAFE-SERENE INDUSTRY
COVE-ECO-INDUSTRIAL-ESTATE TOBAGO-PRIDE
Climate-Change-Resilience, TOBAGONIANS,
PARTICIPATORY-GOVERNMENT COMPETITIVENESS
CLEAN-GREEN-SAFE-SERENE, ENTREPRENEURSHIP
ENTREPRENEURSHIP
Social-Cohesion,
PRODUCTIVE-SECTORS
PRODUCTIVE-SECTORS
SECURE-COMMUNITIES
SECURE-COMMUNITIES
SECURE-COMMUNITIES
ACCOUNTABILITY
TOBAGO-HOUSE-OF-ASSEMBLY
ENVIRONMENTAL-COMPLIANCE Tourism,
ENVIRONMENTAL-HEALTH TOBAGONIANS
COVE-ECO-INDUSTRIAL-ESTATE, ACCOUNTABILITY,
SECURE-COMMUNITIES, EQUITABLE-DEVELOPMENT
TOBAGO-HOUSE-OF-ASSEMBLY
Participatory-Government,
ENVIRONMENTAL-COMPLIANCE
Eco-Sensitive-Enterprises,
Climate-Change-Resilience,
NATIONAL-DEVELOPMENT
Climate-Change-Resilience,
CLIMATE-CHANGE-RESILIENCE,
ENVIRONMENTAL-HEALTH
NATIONAL-DEVELOPMENT
Climate-Change-Resilience,
ECO-SENSITIVE-ENTERPRISES
Eco-Sensitive-Enterprises,
Secure-Communities, INDUSTRY
Equitable-Development,
Environmental-Compliance,
ENVIRONMENTAL-COMPLIANCE
PARTICIPATORY-GOVERNMENT
PARTICIPATORY-GOVERNMENT
Secure-Communities,
CLEAN-GREEN-SAFE-SERENE
NATIONAL-DEVELOPMENT
ENVIRONMENTAL-HEALTH
ENTREPRENEURSHIP,
TRANSPARENCY, INDUSTRY
GREEN-ECONOMY, AUTONOMY
ENTREPRENEURSHIP Industry,
Equitable-Development,
TRANSPARENCY INDUSTRY
CLEAN-GREEN-SAFE-SERENE
TOBAGO-HOUSE-OF-ASSEMBLY,
ENTREPRENEURSHIP, TOURISM
ENVIRONMENTAL-HEALTH,
Equitable-Development,
Clean-Green-Safe-Serene,
ENTREPRENEURSHIP, TOURISM
EQUITABLE-DEVELOPMENT
ENVIRONMENTAL-HEALTH
ENVIRONMENTAL-HEALTH
NATIONAL-DEVELOPMENT,
TOBAGO-PRIDE SUN-SEA-SAND
AUTONOMY COMPETITIVENESS,
TOBAGO-HOUSE-OF-ASSEMBLY, Tourism,
NATIONAL-DEVELOPMENT, NATIONAL-DEVELOPMENT
COVE-ECO-INDUSTRIAL-ESTATE Autohamy,
PARTICIPATORY-GOVERNMENT AUTONOMY
COVE-ECO-INDUSTRIAL-ESTATE

1-2 Tobago's Future Direction

CEDP 2.0 will serve as Tobago's Global Positioning System (GPS) device as it navigates through an uncertain but exciting future in the second decade of the 21st Century. In 2012, the Central Bank of Trinidad and Tobago has projected gloomy prospects for the national economy as a whole in the immediate future, citing declining production in the energy sector and an absence of any new investment in downstream activity in the offing. This strongly demonstrates that reducing the traditional reliance of Trinidad and Tobago on the North Atlantic economies and on the hydrocarbon sector will be one of the decisive factors of success. All current indicators suggest a slow pace of growth in the short term as the world's advanced economies struggle to avoid a double dip recession mirroring the experience of 2008. Inasmuch as it can so do within the parameters of the national context, Tobago will manage the unpredictability of the future using CEDP 2.0 as its guide. This philosophy therefore implies that CEDP 2.0 has to allow for resilience and flexibility, as part of the strategy to achieve full adaptive efficiency.

Based on those forecasts, the emphasis on the development of Small and Medium Sized Enterprises (SMEs) engendered in the former CEDP and the creation of an industrial base at the Cove Eco-Industrial and Business Park will be maintained in the 2013-2017 model. As happened in the late 1980s, the economy of Tobago is perhaps better placed to mount the diversification thrust with at least one driver that can lead to an earlier stimulus than any other in the national economy, given its existing tourism infrastructure.

The shift to a new paradigm of development in Tobago will require a more appropriate resource configuration for Tobago, enabled by more facilitating inter-governmental relations between the THA and the Government of the Republic of Trinidad and Tobago (GORTT). Both the Draft THA Act and the Green Paper on Constitutional Change recognize the need for Tobago to secure a larger share of the budget of the Central Government, given its historic marginal status as a ward of Trinidad for seven decades or more: the recently published Human Development Atlas for Trinidad and Tobago establishes that Tobago is still at the lower end in respect of the Human Development Index, compared to other regions of the nation, and is the lowest in per capita income.[4] Greater equity between the two islands mandates improved funding to support its development needs, due regard for previous under-provision for Tobago. In addition, given the contribution of Tobago and its sea space to the supply of gas and oil and thus to the revenue base of the GORTT, the Island may well be entitled to receive in excess of 8 percent of the national budget.[5]

[4] Government of Trinidad and Tobago and UNDP, Human Development Atlas 2012July 2012.

[5]The Canada-Newfoundland Atlantic Accord Implementation Act is an example of what is possible in the sharing of the benefits of offshore oil and gas resources in a structure of fiscal federalism. See http://laws-lois.justice.gc.ca/eng/acts/C-7.5/


TOURISM
+
STRENGTHS
The availability of natural amenity resources as the basis for Tobago's eco-tourism product;
The global crisis in the latter half of the last decade and the closure of its largest hotel led to some downward spiral in the quality of the Tobago tourism product;
-
WEAKNESSES
+
OPPORTUNITIES
The THA, the Central Government and industry players are committed to the revival of the sector and to its rebranding with an expansion in the number of quality rooms;
The immediate stimulation of the economy by the revival of the tourism sector;
-
CHALLENGES
Education and Human Resources
+
STRENGTHS
Investment in scholarships by THA administrations over the years has led to an emerging cadre of trained personnel, but;
The Island still some distance from ratios of tertiary and post-secondary level human resources to the labour force that is appropriate for a knowledge driven economy;
The relatively lower base of skills and education of the labour force of Tobago and inevitability of needing to leave Tobago to access educational and self-development opportunities;
-
WEAKNESSES
+
OPPORTUNITIES
Once the digital divide is closed, Tobago can take advantage of revolutionary new platforms in the delivery of education with many programmes now available via the internet for self-education from prestigious educational institutions and from renowned scholars (e.g. MITx, Open Courseware programs);
Closing the digital divide and drastically improving academic performance across all formal levels, particularly in science and mathematics.
-
CHALLENGES
DIVERSIFICATION AND INDUSTRIAL ORGANIZATION
+
STRENGTHS
Devolution of authority has allowed the THA to develop a modern infrastructure as the basis of the tourism industry. As a result the island has become a destination of note;
Tourism is the only source of foreign exchange earnings, while the THA itself is the dominant employer, followed behind by non-traded goods and services sectors providing for the resident population;
-
WEAKNESSES
+
OPPORTUNITIES
The THA is also keen to diversify the economy of Tobago, evidenced by the establishment of the Eco-Industrial Development Company of Tobago Limited (E-IDCOT) and the investment in the Cove Eco-industrial and Business Park;
A fund has been created by the Central Government for the purpose and the THA is creating the facilitating structures to revive the sector;
The Cove Business Park will add another source for income, employment and foreign exchange earnings in an economy that is in the early stages of diversification.
The implementation of a successful diversification process through E-IDCOT and other endeavours, with;
Tobagonians coming to the fore as entrepreneurs in their own right in the export oriented activities, be they tourism or industry, agro-processing, the non-traded goods and services sectors;
The difficulty in creating and sustaining industrial organisation and networks among Tobagonian entrepreneurs such that in spite of the small size of their emerging businesses they can overcome the diseconomies of small scale, and can compete with groups that enter the Tobago economy with long established networks that provide supplies and finance to their operations in Tobago.
-
CHALLENGES

The proposals before the people of Tobago are perhaps better viewed against the experience within the Caribbean of changing political status within island state and between island states over the period of decolonization. Systems that have allowed greater devolution to island assemblies seemed to have worked better in providing a better quality of life to citizens. In advancing the model of devolution, THA can be informed by experiences elsewhere in the Caribbean.

1-3 How to Use the CEDP 2.0

CEDP 2.0 provides continuity and change on the CEDP 2006-2010. In effect then, CEDP 2.0 presents an elaboration of the earlier plan in the context of the emerging reality of the second decade of the 21st century. Background information from the earlier plan provides much of the context in which new initiatives outlined in CEDP 2.0 have been identified, or earlier efforts continued with redoubled vigour. Thus, while CEDP 2.0 can serve as a stand-alone document, the earlier plan can be revisited from time to time, in reviewing the wider context and in establishing a historical base. CEDP 2.0 should also be read in the context of the CEDP Review Report which provides information on the progress of the various projects under the CEDP 2006-2010, and on the state of the Tobago economy and the sectoral challenges which it faces.

Tobago's Future Direction

CEDP 2.0 proposes a bold new prespective for Tobago that is focused onbuilding a ***diversified***, ***productive***, ***self-sustaining*** economy; a society that is ***safe***, ***secure*** and amenable to ***diversity***; and a position of ***equal partnership*** with Trindad in the development of the national space. The concourse towards this vision is via two lanes:

1) Attainmentby the THA of greater ***devolution*** for Tobago from the Central Governmentand 2) Reform of Tobago's domestic institutions so that the development process is ***sui generis*** at the local level while maintaining harmony with National initiatives.

The new direction will carry over the theme ***of Tobago: Clean Green, Safe and Serene*** from 2006-2010, and will add depth to that perspective by highlighting the importance of ***youth, technology and innovation***. To further articulate those themes, Tobago will focus on honing the skills, ***creativity*** and ***entrepreneurship*** of its youthful population; building an enabling environment for innovation to thrive through science and technology, and using new platforms of communication to better govern, promote the development philosophy and enable open participation in the implementation process.

Implementation has been the most significant challenge in the concourse of Tobago's development in the past. The new model for Tobago envisages that all of its institutions are fully dedicated to attaining tangible results, and a pervasive culture of ***tranparency, accountability and personal responsibility*** in each respective role. CEDP 2.0 proposes the establishment of an agency mandated to the implementation of development initiatives, functioning to manage collaboration between all stakeholders and to maintain an objective system of ***performance review*** and accounting for all development initiatives in Tobago.



CEDP 2.0: The Proposition

CEDP 2.0 will build on the founding principles of CEDP 1.0. The new direction requires the transition of Tobago to an upward trajectory, in the face of the paradigm shift of the international economic system following the global crisis of 2008-2011.

This proposition will be achieved via:

- Shifting of the ***mind-set*** of Tobagonians to respond to the call for development of the Island in keeping with the watchwords of a Clean, Green, Safe and Serene Tobago;
- Continuous massive upgrade of Tobagonians in espousing ***lifelong education and training***, aided by Information and Communications (ICT) infrastructure, and ***universal access to education*** and ***self-enrichment*** programmes regardless of formal educational achievement;
- Stimulating entrepreneurship among Tobagonians to equip them to lead in innovation and production, thereby inducing ***endogenous economic growth*** on the island;
- Providing ***credit, venture capital and business development support*** to further induce the entrée into business by Tobagonians;
- Continued expansion of the ***infrastructure*** consistent with accepted building standards and development of sea defences to protect the Island from sea level rise in the wake of global warning;
- An efficient structure of ***social protection*** to shield the more vulnerable from social risks and empower them to realize their fullest potential; and
- Improvement in the ***performance*** of Tobago public sector by upgrading of administrative systems, and by retraining and equipping of personnel.



Strategic Framework for Economic Development of Tobago, 2013-2017

2 A Greener Blueprint

2-1 The Vision

"A Tobago that has a diversified, self-sustaining and an environmentally sensitive and responsiveeconomy that is managed by a healthy and well educated workforce in adevolved governance structure that empowers and enables civil society and provides residents with the physical and social wherewithal for self-actualisation."


SOCIAL-PROTECTION
BUSINESS-SUPPORT
EQUITY
IMPLEMENTATION
PERFORMANCE
RESILIENCE
CREATIVITY
SELF-SUSTAINING
ENDOGENOUS
YOUTH
LIFELONG-LEARNING
GOOD-GOVERNANCE
PARTICIPATION
SAFE
ENTREPRENEURSHIP
TRANSPARENCY
DIVERSITY
BUSINESS-DEVELOPMENT
PERFORMANCE-REVIEW
SUI-GENERIS
DIVERSIFIED
CLEAN-GREEN-SAFE-SERENE
TECHNOLOGY
GROWTH
ACCOUNTABILITY
PERSONAL-RESPONSIBILITY
DIVERSIFIED
BUSINESS-DEVELOPMENT
MINDSET-CHANGE
INNOVATION
SELF-SUSTAINING
ECONOMIC
CREDIT
SECURE
GROWTH
SUI-GENERIS
DEVOLUTION
SAFE
SECURE
BUSINESS-SUPPORT
CREDIT
ECONOMIC
INFRASTRUCTURE
UNIVERSAL-ACCESS
IMPLEMENTATION
MINDSET-CHANGE
SELF-ENRICHMENT
COLLABORATION
LIFELONG-LEARNING

The Vision: Key Elements

- ***A Diversified Self-Sustaining Economy*** – Tobago will continue to diversify its economy. Tourism will remain an important tradable sector. The service industry will be expanded. The Cove Eco-Industrial and Business Park will be the base of industrial production. Agriculture and Fisheries industries, Agro-processing and the small scale sector will add to its exports or will replace some of its imports.

- ***Environmentally Sensitive and Responsive Economy*** – Sustainability will pervade all activities in the economy. This involves tough decisions when short-term benefits are difficult to ignore, but longer-term costs are likely to be imposed on future generations.

- ***A Healthy and Well Educated Workforce*** – The Health Care and Education services provided in Tobago will affirm the self-pride of the Tobago people and will promote their self-actualisation, the attainment of their highest essence as individuals, with services allowing them to lead healthy and productive lives.

- ***A More Devolved Governance Structure*** – The restructuring of inter-governmental relations will allow Tobagonians, through the THA, to direct the growth and development of the island such that its unique culture and historical experience as well as the aspirations of the present generation of Tobagonians will weigh more heavily in the official decision-making process in Tobago.



An Empowered and Enabled Civil Society– Citizens of Tobago will participate actively; individually and collectively and through the forging of partnerships with public and private sector entities. There will be a closer relationship between the government and the people. The spirit of voluntarism will be strengthened and the sense of 'community' will re-emerge to mirror what existed in the past.

Self-Actualisation – The potential of every Tobagonian will be liberated, thus allowing the Island to register improved economic performance on the basis of the initiatives of its people. Concurrent with Tobago's becoming a growth pole in its own right in the national economy; there will be need to address the issue of distribution to avoid vast disparities in income and wealth emerging among Tobagonians and between them and those entering Tobago to contribute in driving the process of economic change.

2-2 Overall Goals and Objectives

2-2-1 Goal

To transform and diversify the Tobago economy such that it is better able to adjust to rapid changes in the national and international economies by producing products and services in which it can retain a competitive edge.

2-2-2 Objectives and Targets

The main objective of the CEDP 2.0 is the achievement of increased and sustained economic growth; diversification and revitalisation of the Tobago economy through private sector development; and the transformation of its people, communities and institutions through the provision of the necessary enabling environment.

More specifically, it is expected that economic growth will increase steadily. The diversification of the economy and investment in the private sector in both traditional and non-traditional economic spheres will increase opportunities for business, employment and self-employment. Youth employment will increase significantly; while there will be a 20 percent in the number of highly trained youths choosing to establish entrepreneurial ventures. At the end of the Plan period, a 25 percent increase in the overall number of new viable businesses established is envisaged. The increase in Gross Domestic Product (GDP) for Tobago for the next five years is estimated at five to six percent per annum.

Transformation of the people of Tobago will be measured by a significant increase in educational attainment at the secondary and tertiary levels. The proportion of students in the secondary system securing five or more passes will increase to 60 percent by 2017 and the proportion of students passing Mathematics and science subjects doubled. The per capita income is also expected to increase. The productivity in all sectors, including the Public Sector, will increase significantly.

Community cohesion will be measured by residents' perception of safety, official crime rate and the access and use of community service. Implementation of CEDP 2.0 will lead to the majority of residents' increased sense of safety. Minor and serious crimes will be reduced by 50 percent by the end of the Plan period. All community centres will be equipped with Information and Communication Technologies (ICTs) for distance education by 2014.

The overall measure of improved environmental management anticipated during this Plan period will be estimated by the manner in which waste is handled and managed. It is expected that 100 percent of non-recoverable waste will reach the landfill, with an average recycling rate of 35 percent.

2-3 Guiding Principles

The implementation of the CEDP 2.0 will be guided by the following core values:

Greater equity – High social equity is critical in the cohesive development of societies where there might have existed high social and economic inequality.

Participation – Planning approaches that in their development and implementation involve the people at all levels are more likely to be successful than those that do not. CEDP 2.0 will take on board the experience of CEDP 2006-2010, by engaging the stakeholders and the wider population through various media, including workshops, newsletters, and the use of online social media.

Self-motivation – The process calls for Tobagonians to take charge and be the masters of their development and their destiny.

Accountability and Transparency – Have to be built into the planning process by machinery for monitoring (and self-monitoring) of performance against the goals set out in the Plan. The shift to programme-based budgeting will be important to the process. Access to information and information sharing are the hallmark of good accountability systems and must be the platform on which CEDP 2.0 is planned and monitored.

2-4 Strategic Priority Areas

The following describes the eight Strategic Priority Areas of the CEDP 2.0 (Figure 2.1).

Priority Area I: Branding Tobago: Clean, Green, Safe and Serene

To brand Tobago with an image that enjoys wide consensus and which positively portrays the Island's economy and society that Tobagonians would be proud to create, maintain and promote, and will have the effect of mobilising the energies of the population for their own development.

Priority Area II: Good Governance and Institutional Reform

To create the institutional structures that would best serve the interest of Tobago, as the Island is transformed. This will mean greater devolution of power to the THA.

Priority III: Business Deve lopment and Entrepreneurship

To develop diversified, technologically-advanced and competitive productive sectors that are built around enterprises in Tobago, and able to deliver high quality products and services.

The expansion of the Tobago economy in both the traded and non-traded goods and services sectors must be based on a heavy presence of Tobagonians as entrepreneurs and business people.



Figure 2.1 : Strategic Priority Areas, Objectives and Outcomes, CEDP 2.0

Priority IV: Human Capital Development

To increase human capital capacity in Tobago in keeping with Tobago's development strategies with the aim to further economic growth and increase competitiveness, and to restore the commitment to learning and scholarship that existed in earlier years.

Priority V: Social Development and Resilience

To develop social services agencies that can anticipate impending social problems and can configure interventions appropriate to the conditions in the society as it evolves.

The Social Services will be so geared and organised that they can treat with individual, household and community challenges whenever they arise and wherever they occur, such that there continues to exist a level of social integration and peace conducive to the cohesive development of the society.

Priority Area V I: Physical Infrastructure and Utilities Development

To improve access, efficiency and quality of infrastructural systems of Tobago in order to enhance its economic, social and environmental performance, to the benefit and enjoyment of Tobagonians and its visitors, and in harmony with the Island's Clean, Green, Safe and Serene mandate.

Priority VII: Enhanced Safety and Security

To achieve a Tobago society and Island where there is no compromise in ensuring the safety of Tobago's residents and visitors.

Priority VIII: Environmental Sustainability

To strengthen environmental capacity and performance, consistent with a resilient Tobago that is Clean Green Safe and Serene and meets the standards of a green Tobago economy.

2-5 Relationship with the National Medium Term Strategy

The National Medium Term Policy Framework, 2011-2014[6] was prepared in 2011 consisting of seven pillars, the thrust of which has much in common with the CEDP 2006-2010, and thus with CEDP 2.0 (Figure 2.2). Diversification of the economy, human resource development, security and safety, and participatory governance or devolution, are areas where the Policy Framework immediately converges with CEDP in its earlier and present incarnation. In particular, the fact that Tobago's economic strategy is built on the expansion of tradable sectors that are different to those that currently form the base of the export sector of Trinidad, places Tobago at centre stage in the diversification strategy of the national economy as a whole. Therefore, policy at the national level should dovetail well with CEDP 2.0.

[6] Ministry of Planning and the Economy, Government of the Republic of Trinidad and Tobago, 2011. National Medium Term Policy Framework.



Figure 2.2: Seven Interconnected Pillars of Sustainable Development of Trinidad and Tobago

Source: Ministry of Planning and the Economy, National Medium Term Policy Framework, 2011-2014

2-6 Critical Success Factors

Successful implementation of this Plan requires a number of factors:

Heightened sense of responsibility of the Tobagonian for building Tobago and a confidence in the capacity to self-actualise fully, while remaining resident in Tobago;

Clear-sightedness and coherent action on the part of the THA in achieving Tobago - Clean, Green, Safe and Serene, and capacity to maintain adequate bi-partisan consensus on the fundamentals of Tobago's transformation;

The achievement of 'buy-in' from the people of Tobago and acceptance at the national level of the worthiness of this objective;

Commitment from Central Government by allocating resources on a sustained basis to establish the economic platform for sustainable development in Tobago;

Willingness on the part of the THA to be a prime mover in economic development in the absence of private sector initiative, but with commitment to reduce public sector presence as domestic entrepreneurship emerges in Tobago;

Emergence of new entrepreneurs in Tobago willing to help build Tobago;

High probity in public administration, and in the use of financial resources by the THA, and high commitment to equity across groups and regions of Tobago, in the allocation of resources in Tobago;

High transparency in the public domain, and open systems of governance;

Effective machinery for social integration in Tobago, having regard to a probable influx of repatriated Tobagonians, and others from Trinidad, the rest of the Caribbean and the World, in the light of greater dynamism in the economy of Tobago; and

Relevant and appropriate legislative and administrative frameworks.

Figure 2.3 illustrates the cycle of the development process as envisioned in CEDP 2.0. The outer core represents the actions to be undertaken at the policy level, while the core illustrates the strategies to be implemented to reach the overall goal. The cycle proposes a strategic system of engaging with stakeholders for all development initiatives: Collaboration, Actions, Projects and Accountability (CAPA) for the outcomes.

Development Growth Process Cycle



Figure 2.3: Development Process Cycle

2-7 Layout of the Strategic Priority Areas

Each Strategic Priority Area (SPA) consists of:

A Vision and Goal under the SPA.

Critical Challenges to realisation of the Vision and Objectives.

Objectives, which mainly comprise the quantifiable targets that can be used to monitor the implementation of the plan and to report on progress made in realising the vision under the given SPA.

Identifiable Outcomes, which list the key results, impacts or changes, expected as a result of implementation of proposed Initiatives/Actions. The Outcome statements consider - Who will be impacted by the initiative/action? What will change as a result of the initiative, and how will it change?

Proposed Initiatives/Actions are described under each Outcome statement. The 'who, what, and how' of the Initiatives/Actions are outlined. The Initiatives/Actions statements consider – Who will undertake the activity? What critical steps are required? How will each initiative/ activity be undertaken?

Performance Indicators are measureable characteristics of the changes anticipated under each outcome and initiative/action.

2.8 Conclusion

CEDP 2.0 steers Tobago ahead in the next five years with cursory glances in the rear-view mirror at the 2006-2010 Plan. The following chapters will articulate the structure of the implementation process in each of the Strategic Priority Areas introduced in this chapter. Each SPA is further summarised in the Plan of Action, which is provided under separate cover as a supporting annex to the CEDP 2.0 Implementation Plan. Enclosed in the Implementation Plan are the guidelines for monitoring and evaluation, which sets the tone for a new model of planning for Tobago – one in which there is continuity and coherence across development horizons.

The Main Plan closes with the chapter – Towards Implementation Plan – describes the conditions required for the achievement of its goals and objectives.

Branding Tobago: Clean Green Safe and Serene

3 Presenting: Tobago!

3-1 Vision

"An image of Tobago that is Clean, Green, Safe and Serene. Consistent with this brand are a people who are confident in themselves and who are shaping a space that is Tobago in which self-actualisation is accommodated and encouraged."


Social-Cohesion,
Climate-Change-Resilience,
Equitable-Development,
Eco-Sensitive-Enterprises,
Secure-Communities,
Green-Economy,
Transparency
Accountability,
Environmental-Health,
Participatory-Government,
Environmental-Compliance,
Social-Cohesion,
Green-Economy,
Transparency
Environmental-Compliance,
Social-Cohesion,
Transparency


Environmental-Compliance,
Participatory-Government,
Equitable-Development,
Green-Economy,
Accountability,
Eco-Sensitive-Enterprises,
Climate-Change-Resilience,
Environmental-Health,
Social-Cohesion,
Eco-Sensitive-Enterprises,
Transparency
Equitable-Development,


Secure-Communities,
Accountability,
Social-Cohesion,
Eco-Sensitive-Enterprises,
Environmental-Health,
Equitable-Development,
Climate-Change-Resilience,
Green-Economy,
Transparency
Participatory-Government,
Environmental-Compliance,
Environmental-Compliance,
Secure-Communities,
Environmental-Health,
Climate-Change-Resilience,
Participatory-Government,
Eco-Sensitive-Enterprises,
Social-Cohesion,
Environmental-Health,


Secure-Communities,
Environmental-Health,
Environmental-Compliance,
Transparency
Accountability,
Eco-Sensitive-Enterprises,
Equitable-Development,
Social-Cohesion,
Transparency
Eco-Sensitive-Enterprises,
Climate-Change-Resilience,
Participatory-Government,
Climate-Change-Resilience,
Green-Economy,
Environmental-Compliance,
Transparency
Equitable-Development,
Eco-Sensitive-Enterprises,
Social-Cohesion,
Green-Economy,
Accountability,
Environmental-Health,
Participatory-Government,
Equitable-Development,
Climate-Change-Resilience,

3-2 Rationale

Activities under this Priority Area are meant to provide the platform for the implementation of the CEDP 2.0

3-3 Goal

To brand Tobago with an image that enjoys wide consensus and which positively portrays the Island, economy and society. Tobagonians will be proud to create this image, and it will have the effect of ***mobilising the energies of the population for their own development***.

3-4 Key Outcomes

1. A ***Tobago that is Clean, Green, Safe and Serene;*** and
2. A Tobago people that are ***conscious and fully enabled to participate*** in their development.

3-5 Objectives

To embed in the psyche of all Tobagonians the idea of their space as ***inherently clean, green, safe and serene*** and to create an immediate and enduring perception of that reality in the mind all visitors to Tobago. Visitors will be greeted with the peoples' unwavering commitment to maintaining that reality of their Island and country and will enjoy that space with Tobagonians.



3-6 Initiatives/Actions

The branding of Tobago conflates a number of factors – its geography, people, history, natural resources and culture – in an effort to highlight the uniqueness of Tobago and to create a message and an image of a productive, eco-friendly, caring Tobago. It re-characterises the Island and provides a goal that all can aspire to and which mobilises the community. The goal is to restore a sense of pride and provide a point of affirmation for Tobagonians. CEDP 1.0 called for the establishment of a multi-sectoral committee with responsibilities for branding the Island, and for the development and implementation of a social marketing programme to build consciousness and mobilise the Tobago public for action. These actions will be undertaken during this Plan period.

Box 3 -1

Key C hallenges to Branding Tobago

1. Establishing an image of Tobago that is distinct and conjures up its beauty and heritage which goes beyond branding Tobago's tourism product and involves internalisation of a mind-set across all sections of the society.
2. Mobilising Tobago's population to the call for meaningful participation in Tobago's development process and under the CEDP 2.0
3. Counteracting negative perceptions of Tobago, of recently transpired events that have prompted travel advisories.
4. Establishing who will own the brand and who will be responsible for the branding efforts given that development and management of the brand will require a sustained and concerted action over the planning period.

Outcome 1: Institutionalisation of Tobago Clean, Green , Safe and Serene

1.1: Establish Tobago Sustainable Development Committee

A Committee will be established in the first year to oversee the implementation of the CEDP 2.0. One of its first activities will be to initiate the branding of Tobago. The Committee, which will consist of representatives of the public sector, private sector and civil society entities, will work with a marketing firm in creating and agreeing on an image/identity and a process to brand Tobago.

1.2: Formulate well -articulated Tobago b rand

The Tobago Sustainable Development Committee will facilitate the process of defining and articulating what Clean, Green, Safe and Serene means to the people of Tobago; implement activities in tandem with the Tobago Clean, Green, Safe and Serene Social Marketing Programme to promote the image articulated; and in the long term help to manage the Island's reputation, particularly in light of any events that may arise during the Plan period that may lead to messages that do not support the brand. The output of this initiative will include the creation of a theme, slogan, logo design and guidance for their use, as well as a campaign for raising awareness about Tobago's image and identity.

1.3: Strengthen the institutional capacity of the Department of Planni ng and the Finance Department

The Office of Chief Secretary will empower and equip the Department of Planning as one of the frontline agencies with major responsibility for coordinating the implementation of CEDP 2.0. The initiative will assess and identify the resource requirements of the Department (both in terms of human and other resources) and introduce programmes for training and technical assistance as appropriate. The Department of Finance is also expected to play a critical oversight role in the implementation of the Plan

and so technical assistance will be required to align the procedures of the Department and the financial reporting requirements of other THA Divisions which can make the greatest contribution to achieving the goals and objectives of the CEDP 2.0.

Outcome 2: A conscious Tobago people mobilised to participate in their Island's development

2.1: Implement a sustained social marketing programme consistent with the Clean Green Safe and Serene Tobago brand.

Activities under the Tobago Clean Green Safe and Serene Social Marketing Programme will aim at sensitising and mobilising Tobagonians and other citizens to participate in CEDP 2.0 activities and at demonstrating and celebrating the strong attachment of Tobagonians to their heritage – history, natural resources and culture. In preparing the social marketing programme, consideration will be given to activities outlined in the first CEDP, namely:

Hosting Annual Competitions on Tobago's Environment, Agriculture and Floriculture, Heritage, etc.

Collection and exhibits of breath-taking photographic images of Tobago and its people to be placed on websites, public transport, billboards, domestic television, and souvenirs.

Encouraging firms/businesses in Tobago to align their advertising and activities consistent with the image of a Clean, Green, Safe and Serene Tobago

Design and production of the stationery of THA with watermarks evoking aspects of a Clean, Green, Safe and SereneTobago.

Development of Welcome Signs to Tobago, emblazoned with a symbol of a Clean, Green, Safe and Serene Tobago

Production and distribution of promotional material on aircraft for visitors to Tobago which raises awareness of the Tobago brand, and the requirements of, and responsibility on visitors.

Hosting annually a Tobago Distinguished Lecture Series with lectures by internationally reputable persons on topics of relevance to the image of Tobago and its development as a small island.

Integration of social media marketing into the management of Tobago's image- using popular social media platforms such as Facebook, Twitter, YouTube and others to monitor and manage external perceptions of Tobago and to reach out to various strategic demographics by way of promotional activities.

2.2: Secure periodic benchmarkin g by appropriate rating agencies on management of the Tobago environment.

The THA will liaise with international rating agencies and look into the feasibility of benchmarking the Island's environmental performance. Such indices will take into account the state, performance and vulnerability of Tobago's environmental assets over time including management and conservation systems and practices in place and pollution levels.

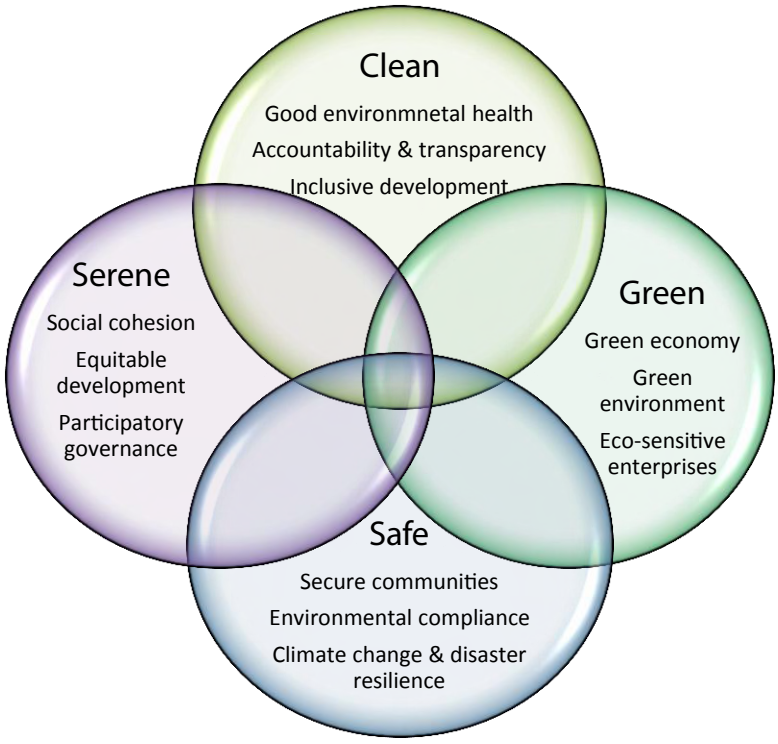


Figure 3. 1: Conceptualization Clean, Green, Safe and Serene

3-7 Summary

The branding of Tobago allows for the psychological shift in how Tobago is perceived, helps to motivate the population to play a more transformational role in Tobago's development, and sets the stage for Tobagonians to become involved in the implementation of the CEDP 2.0. Table 2.1 provides a summary of the major initiatives to support this shift.

Table 3.1: Summary of the desired outcomes and initiatives to be undertaken under the Brand Tobago Strategic Priority Area.

What Results Can We Expect (The Outcomes)		What Tobago Will Do To Make It Happen (Initiatives/Actions)	Who Will Oversee The Initiatives (The Role of Partners)
1.	The institutionalisation of Tobago Clean, Green Safe and Serene	1.1: Establish Tobago Sustainable Development Committee 1.2: Formulate well articulated Tobago brand 1.3: Strengthen the institutional capacity of the Department of Planning and the Finance Department	THA, Civil Society

What Results Can We Expect (The Outcomes)		What Tobago Will Do To Make It Happen (Initiatives/Actions)	Who Will Oversee The Initiatives (The Role of Partners)
2.	A conscious Tobago people mobilised to participate in their Island's development	2.1: Implement a sustained social marketing programme consistent with the Clean Green Safe and Serene Tobago brand. 2.2: Secure periodic benchmarking by appropriate rating agencies on management of the Tobago environment.	THA, Civil Society, Central Government

Good Governance and Institutional Reform

4 Democracy, Autonomy and Inclusivity

4-1 Vision

"An institutional infrastructure in which agencies and institutions in Tobago enable the social and economic transformation that is required and ensuring an integrative development process in which all Tobago residents can participate and productively contribute."

4-2 Rationale

Robust economic growth and sustainable development require a THA that is transparent, accountable and able to ***deliver efficient and effective services and facilities*** to meet the needs of residents and visitors to Tobago. The governance system in Tobago has to ensure social equity and observe participatory principles in the conduct of its affairs.

4-3 Goal

To create the institutional structures that would best serve the interests of Tobago, as the Island is transformed.

4-4 Key Outcomes

1. Greater ***autonomy and devolution*** to the THA.
2. ***Improved public sector performance,*** and delivery of public services and facilities, with transparency and accountability.
3. ***Land and property rights strengthened***.
4. Greater provision and ***easier access to educational institutions*** in Tobago.
5. ***Disaporic capital*** invested and public/private sector partnerships strengthened.



4-5 Objectives

The objectives under the Good Governance and Institutional Reform Strategic Priority Area are to:

Reform of intergovernmental relations between the THA and the Central Government by 2013;

Improved public sector performancein Tobago by 2017;

Strengthened institutions and systems for citizen participation by 2014; and

THA involved in fiscal operations and in organising the financing of Tobago's development with resources secured from domestic and external sources.

Box 4 -1

Key C hallenges to Good Governance and Institutional Reform

1. Creating in Tobagonians a sense of ownership or proprietary rights for the space that they occupy and a commitment, individually and collectively, to take responsibility for its development
2. Achieving reform of inter-governmental relations so that Tobagonians have a greater say and a more direct involvement in Tobago's development process
3. Creating Tobago public sector institutions that are relevant, participatory, flexible and supportive of its new development thrust.
4. Transforming administrative systems and making them more accountable and transparent.
5. Addressing longstanding insecure land tenure arrangements with as much as 83 percent of the lands of Tobago allegedly in informal tenure (the majority being family lands)
6. Creating the vehicles that would attract Tobago's diaspora to play a role in its development.

4-6 Initiatives/Actions

Outcome 1: Greater autonomy and devolution to the Tobago House of Assembly

1.1: Continue the process in Tobago in s upport of Constitutional Reform in keeping with the needs of the Island and expressed wishes of its population

The provision of greater autonomy to, and devolution of, powers to the THA involves consequential changes to the Constitution of the Republic of Trinidad and Tobago. The citizens of Tobago are sensitive to the limits that now apply with the THA Act No. 40 of 1996. Given the divide between the Central Government and the THA on the matter of the process of achieving a new Act, the opposing political campaigns will play out before the people of Tobago.

The THA fully understands its obligations and therefore will continue to be proactive and vigilant in ensuring that the wishes of Tobagonians are respected in the changing of inter-governmental relations.

1.2: Revise Tobago House of Assembly Act to prov ide greater devolution to the Assembly

The Draft THA Act has been prepared by a group of eminent Tobagonians from a process of wide consultation and has identified an approach to devolution which enjoys consensus among Tobagonians. The enactment of the Draft or some modification thereof to accord an acceptable change in inter-governmental relations has become an imperative. Essentially, the strictures that now apply with Act No. 40 of 1996 point to the areas in need of substantial changes.

These apply to the revenue raising capacity of the THA, its role in physical planning control, in matters of security on the island, and in the administering over the natural resources of the island. In that latter regard, there is the matter of establishing the sea limits and thus the entitlement of the THA to the revenues from the oil and gas in its waters.

This draft bill has been submitted to Central Government. THA will continue to agitate for favourable changes in the THA legislation and report to the people of Tobago on the matter.

1.3: Review national legislative framework with a view to identifying and addressing areas of ambiguity, conflict and duplication that affect the sustainable development of Tobago

There are a number of areas where the existing THA Act conflict or overlap with the sectoral legislation (for example, Town and Country Planning Act of 1969, Environmental Management Act of 2000) or where the legislation is silent and the modus vivendiplaces Tobago at a disadvantage in respect of areas such as Labour Relations and labour placement and training needs in firms. A legislative review will be undertaken of existing laws to identify gaps and areas of overlap and conflict that negatively affect the development of Tobago and the effective and efficient functioning of the THA, and recommendations proposed to address the areas identified and will facilitate and harmonise institutional functions. The THA will continue its campaign to have resolved the areas of ambiguity, conflict and duplication in legislative framework for Tobago.

1.4: Strengthen non-government organisation sector institutions in Tobago in support of increased and meaningful participation and involvement in Tobago's development

Tobago will strengthen participatory planning and monitoring through the following activities 1) the establishment a formal system for public participation; 2) strengthening and reporting on the system for monitoring and evaluation of public plans, policies, and projects; and, 3) building capacity of Tobago non-government organisations (NGOs) and community-based organisations (CBOs) to increase their participation in island development efforts. A community needs assessment will be undertaken to inform the THA on the efficacy of NGOs and CBOs to identify strengths and weaknesses and to provide recommendations for building their capacity mainly through technical assistance and training.

1.5: Develop an Anti-Corruption Strategy for the Tobago House of Assembly

To ensure that there is no doubt in the minds of citizens of the commitment to open government and preservation of democratic ideals, the THA, in conjunction with main stakeholder groups, will develop an anti-corruption strategy to prevent and expose corruption at the Tobago level in keeping with existing national laws and policies. One of the key objectives of the strategy will be to promote a culture of integrity amongst all Tobago stakeholders including THA employees, Assemblymen, Councillors, and members of the public.

The strategy will focus largely on the THA, on building institutional capacity to prevent and combat corruption, on managing professional ethics, and will include an Assemblyman/Councillor and an employee code of conduct, and implementation of applicable systems, policies and procedures to reduce reports of a lack of transparency in procurement practices, inadequate financial controls, abuse of assets and unfair employment practices. Procedures will be put in place to ensure that all stakeholders are made fully aware of the requirements of the Integrity Commission.

Outcome 2: Improved public sector performance, delivery of public services and facilities, with transparency and accountability

Recognising its role in providing high quality services to Tobago's residents and visitors and enabling communities to realise their vision for a better life, the THA will optimise its efficiency through the modernisation of its operations. The Assembly will:

Make improved public sector performance a priority;

Facilitate administrative reform by implementing appropriate processes and systems, and equipping and transforming THA staff to respond to a dynamic external environment and to support the implementation of the CEDP;

Promote measures to ensure accountability and transparency in financial operations;

Establish performance indicators for efficiency, cost and quality; and

Communicate results to stakeholders – reports and updates on the THA website.

2.1: Modernise Tobago House of Assembly Operations

Administrative reform will include a modernisation of the way the THA does its business. One of the main initiatives is the full application of ICT in THA operations.

Studies have shown that ICT has had an impact on improving the performance of organisations. There have been investments in Tobago's public sector to computerise the records of THA departments and to reform an e-government system. The THA will complete this process by implementing critical projects in each department to convert paper-based records and systems to computerised digital ones that will improve its efficiency, effectiveness, and transparency. Where e-government systems exist, assessments will be carried out to determine to what extent the outcomes of these projects were realised and their impact on clients and agencies has been consistent with expectations. Priority attention will be given to client records of the Department of Social Services and Department of Health Services.

Given Tobago's green mandate, the THA will play a leadership role in encouraging sustainable ICT, and therefore all e-government projects conducted will be scrutinised to take advantage of opportunities for and the applications of green ICT in government operations.

2.2: Establish a Tobago Socioeconomic Manag ement Information System

THA, in conjunction with Central Statistical Office (CSO) and other partners, will address the issue of the lack of Tobago-specific data/information for decision making which continues to be a major limiting factor to the development of Tobago. One of the main ICT projects during this CEDP period, therefore, will be the establishment of an IT-based integrated Socioeconomic Information Management System (SeMIS) and Geographic Information System (GIS) for Tobago. The Department of Planning will be the main agency of the THA which will lobby and work with the CSO in planning, designing and developing this important IT system which has far-reaching implications for better delivery of information to the CSO, public, private and NGO sector decision-making and for collaboration among agencies in Tobago and nationally. Part of this initiative will be a strengthening of departmental capacity to collect and manage statistics and other forms of data, through a review and updating of existing information management systems of participating agencies, and through equipping and training of staff.

The MIS will be designed as an open government system that is based on the principles of interaction, participation, transparency and collaboration and facilitates real time access to useful information on

government operations and services and the sectors of Tobago, allows all levels of stakeholders, including the public, to provide information that can be used to aid decision making and improve services.

2.3: Streamline Departmental and Sectoral Strategic Plans to the CEDP 2.0

Departmental and sectoral strategic plans will be performance-based in keeping with regional and national goals for sustainable development of Tobago that are outlined in the CEDP 2.0. Departmental strategic plans will provide a clear strategy for delivering cost-effective services to Tobagonians and visitors, and allows for prioritisation of departmental programmes and services, with due regard for budgetary constraints. Existing plans will be streamlined to cater for the new CEDP, and all departmental activities converted into clear programmes and projects for ease of tracking and accountability. No longer would strategic planning be seen as a one-off exercise conducted every three to four years. Clear systems will be put in place to manage, review and track strategy implementation.

2.4: Reform public administration system to one that is performance -based

Good government performance attests to effective management. In the final analysis, a performance-based system will require a restructuring of the budgetary process and more particularly will involve rigorous reporting on output and performance which shall, in future, always be juxtaposed against allocations and expenditures. This will be accompanied by a vigorous training programme to guide transformation in the THA to a performance-based system, with the annual budgets outlined with clear quantified deliverables for the respective allocations.

The organisation and operations of the THA will be streamlined, based on the recommendations of the public administration audit that takes into consideration the implementation of the CEDP 2.0 and focussed on addressing key issues – high THA staff turnover, wage and salary disparities, succession planning, retaining institutional memory, and organisational culture change.

2.5: Strengthen capacity for monitoring and evaluation within the THA

A Monitoring and Evaluation for Development Results Project will be implemented to strengthen the institutional capacity within the THA for monitoring and evaluation (M&E) of all public development programmes and projects in Tobago. One of the main outcomes is the setting up of a system that facilitates the generation of regular, consistent, and reliable information that would improve planning and policy and programme design, including the generation of a statistical base for modelling the economy of Tobago as a distinct economic space. The THA will establish a unit in the Office of Chief Secretary and in collaboration with the Division of Finance and Enterprise Development, which will have overall responsibility for guiding departments on the performance of their programmes and projects. At the same time, M&E capacity within each division will be strengthened and consideration will be given to the establishment of a network of M&E personnel to foster collaboration and to share information that would ultimately strengthen the Tobago M&E process.

2.6: Tobago Freedom of Information Policy

Notwithstanding the Freedom of Information Act, the THA will develop and implement its own policy that would facilitate freer access to information on the operations of the THA.

2.7: Reward excellence in performance and public service delivery

The system of rating the public sector performance will be established with each THA department rated annually. Individuals, who strive for excellence and who have helped to improve the performance of their departments, will be also acknowledged.

Outcome 3: Land and property rights s trengthened

3.1: Regularise land titling in Tobago

Effective land tenure systems provide for good land governance which is critical to the future development of Tobago. Tackling the complex land tenure challenge requires Central Government working with stakeholders (the THA and others) to regularise land titling in Tobago through reformation of institutional and legislative arrangements.

Nationally, land titling reform efforts led to the enactment of three Acts in 2000: The Registration of Titles to Land Act (Act 16 of 2000); The Land Tribunal Act (Act 15 of 2000); The Land Adjudication Act (Act 14 of 2000). The Acts aim at facilitating a systematic land adjudication process that would register all parcels in Trinidad and Tobago under a new system and replace the two existing registration systems (the common law deeds registration and title registration systems). The Registration of Titles to Land Act and Land Adjudication Act are currently being amended. More specifically, a seven-member Committee, established by the Ministry of Legal Affairs in 2010, is expected to "identify problems in obtaining proper legal title for lands in Tobago and make appropriate recommendations for resolving this issue." The Committee has conducted consultations and will address issues of land titling in Tobago, such as constraints to land title registration; making provisions for the landholding culture; administrative arrangements and judicial solutions; and, legislative matters.

This is seen as a priority activity and the THA will continue to monitor progress and seek avenues to work with Central Government in formulating solutions for the benefit of the people of Tobago.

Outcome 4: Greater provision and easier access to educational institutions in Tobago

4.1: Establish integrat ed university campus for leading national tertiary education institutions

Central Government announced plans in the 2012 National Budget to develop an integrated University Campus of The University of the West Indies (UWI), the University of Trinidad and Tobago (UTT), College of Science, Technology and Applied Arts of Trinidad and Tobago (COSTAATT) in East Tobago that will drastically reduce the number of Tobagonians travelling to Trinidad for education opportunities. This notwithstanding, the THA will encourage the use by Tobagonians of programmes that are available on line from institutions abroad, that can complement tertiary programmes available in Tobago or compensate for their absence where local resources have not been available to provide them, raise the educational status of Tobagonians from being much below average in the nation.

4.2: Esta blish Specialised Institute s of Forestry and Heritage Studies

Tobago is world famous for having the oldest forest reserve in the western world and for its heritage which blends a number of cultures. The Division of Education, Youth Affairs and Sports will explore with the Ministry of Science, Technology and Tertiary Education (MSTTE), local tertiary education institutions (UWI, UTT, COSTAATT) and others, the feasibility of positioning Tobago as a premier education and research provider and offering programmes on Tobago in these two areas - Forestry and Heritage

Studies. These programmes will allow the expansion of tertiary level education and research opportunities in Tobago for the national population as well as international and visiting scholars and could provide opportunities for the development of educational tourism and international exchanges.

Outcome 5: Disaporic capital invested and partnerships strengthened

Increasingly, diasporas are seeking to engage in development in their home country and have initiatives and resources to do so.[7] Their efforts demonstrate their responsibility to the development of their home country. The Tobago diaspora (which includes non-resident Tobagonians and their descendants) is said to be far larger in numbers that those now living in Tobago. Tapping into this group and mobilising their capacity and wealth should provide benefits for both diasporic and resident Tobagonians and for Tobago's development. CEDP proposes four activities identified in the first CEDP that will be implemented during the CEDP 2.0 period: 1) the "in-shoring" of diasporic funds; 2) the establishment of a land heritage trust; 3) a 're-draining' of Tobago's brains; and 4) the development of Tobago think-tank. These activities will be linked to a marketing programme which promotes socially responsible investments in Tobago.

5.1: Develop a database of non -resident Tobagonians

The THA will develop a database of non-resident Tobagonians for use in the development of projects which target their involvement in Tobago's development.

5.2: Mobilise Diasporic Funds

The THA will seek the assistance of the Central Bank, the Unit Trust Corporation (UTC) and other stakeholders (credit unions and commercial banks) as well as regional and international institutions, to assess the feasibility and to identify the most appropriate vehicle(s) that should be used for mobilising Tobago diasporic wealth via capital market (for example, the establishment of Tobago Diaspora Mutual Fund, or venture capital). This will be undertaken during the second year of the CEDP 2.0.

5.3: Reform the Tobago Heritage Land Trust

The Tobago Heritage Land Trust will be upgraded to a full real estate investment trust during this period, and will be institutionalised as a vehicle through which the THA can continue to be a developer and an intermediary in the retention of the land mass of Tobago, mainly in the ownership of the people of Tobago. The operation of the Trust will help secure financial resources for the THA to purchase larger land holdings that come on the market with a view to participating as owner of real estate of hotel and villa accommodation, including high-end villas, and in commercial leasing of same, such that income deriving therefrom redounds to the benefit of Tobagonians, and with their being in control indirectly and in perpetuity, through the THA.

The THA will commission a study during the second year of Plan period, in possible association with the Tobago Credit Unions to assess the feasibility of establishing and conceptualising the modalities of a Tobago Real Estate Investment Trust (REIT).

[7] USAID, 2011. Assessment and Lessons Learned from African Diaspora Marketplace. Website source: http://pdf.usaid.gov/pdf_docs/PDACT256.pdf.

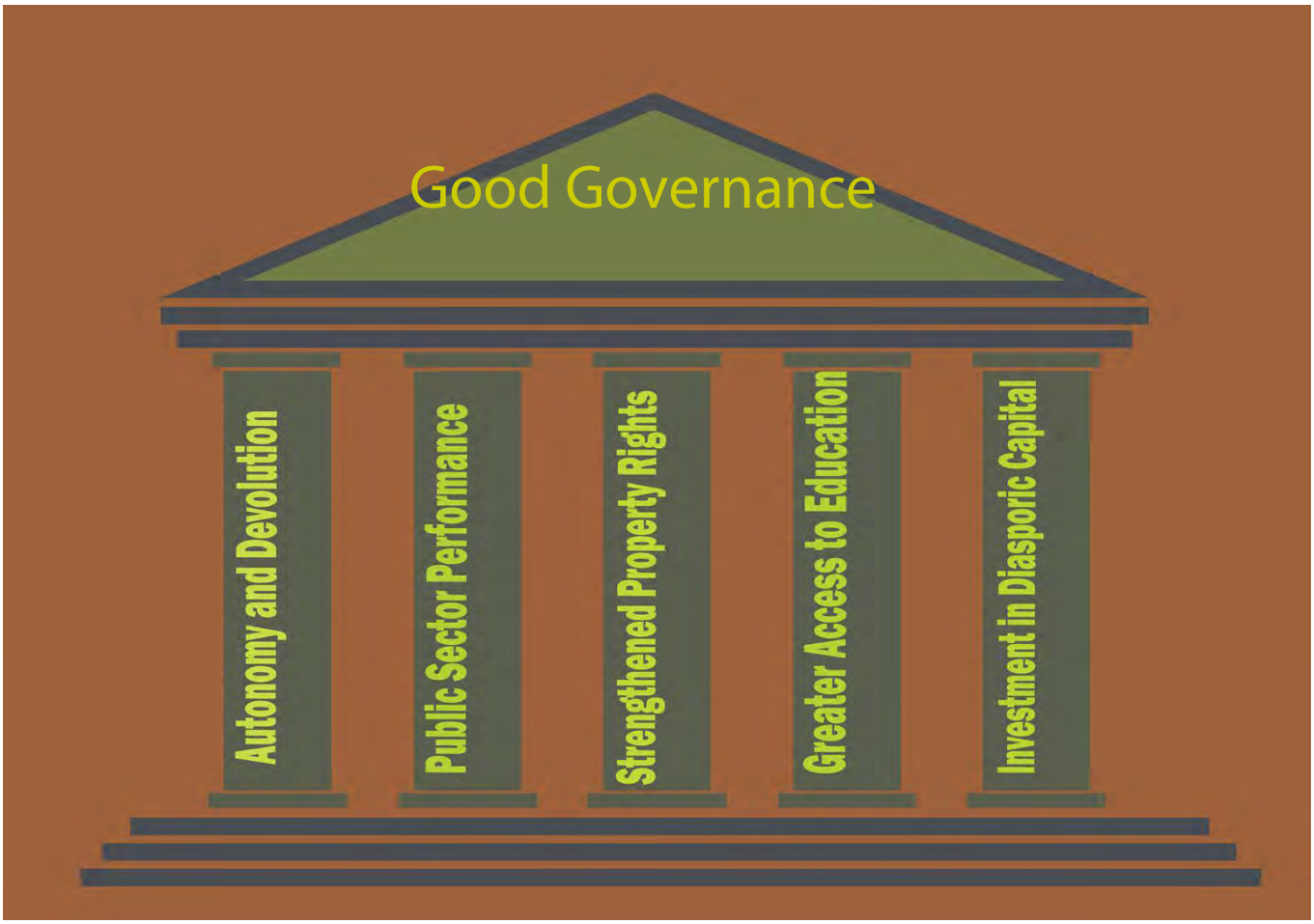
5.4: 'Re -drain' Tobago Brains

As part of the Tobago Diaspora Database, the THA will maintain a database of prominent Tobagonians in science, technology, the arts, and in academia, generally, and in business and commerce, who are prepared to return to Tobago for short, medium or long term, and to contribute to Tobago's development. The objective is the planning of the use of all of human resources of Tobago in Tobago, such that Tobagonians can participate at the highest levels in respect of the development of the island: this requires as well, maintaining documentation on persons outside the Island, whose expertise and skills can be accessed when needed, for short-term assignments or might be available in real time, while located abroad.

There is the possibility that through this medium, some of the services that Tobago seeks by way of technical assistance can be bettered by Tobagonians who have worked abroad. The maintenance of an active database will provide the list of such personnel that can be of use to Tobago, because of their specialised skills and knowledge.

5.5: Develop the Tobago Think -tank

The THA will establish an independent Board of Academics and Professionals to manage a fund to support independent research and promote discussion on issues of relevance to Tobago. Annual think tank conferences will be held to at which research promoted by the Board will be presented and subjected to assessment in a peer review process. Presentations and lectures by distinguished visiting scholars will also be promoted, and the fullest participation of the public and in particular, of young people of Tobago will be encouraged.



4-7 Summary

The Good Governance and Institutional Reform SPA outlines the need for reform and revision of the THA Act and furthers the development of a THA that is participatory, transparent, accountable and efficient in its operation. Activities described also focus on the developing diasporic capital investment initiatives, and on the conduct of feasibility studies to explore the potential of the THA as an education and research provider. Table 4.1 provides a summary of the major initiatives to support this shift.

Table 4 .1: Summary of the desired outcomes and ini tiatives to be undertaken under the Good Governance and Institutional Reform Strategic Priority Area.

What Results Can Be Expected (The Outcomes)		What Will Have To Be Done To Create the Results Envisaged (Initiatives/Actions)	Who Will Oversee The Initiatives (The Role of Partners)
1.	Greater autonomy and devolution to the THA	1.1: Continue the process in Tobago in support of Constitutional Reform in keeping with the needs of the Island and its population 1.2: Revise THA Act No. 40 of 1996 to provide greater devolution to the THA 1.3: Review national legislative framework with a view to identifying and addressing areas of ambiguity, conflict and duplication that affect the sustainable development of Tobago 1.4: Strengthen NGO sector institutions in Tobago in support of increased and meaningful participation and involvement in Tobago's development 1.5: Develop an Anti-Corruption Strategy for the THA	Office of Chief Secretary
2.	Improved public sector performance, delivery of public services and facilities, transparency and accountability	2.1: Modernise THA Operations 2.2: Establish a Tobago Socioeconomic Management Information System 2.3: Streamline Departmental and Sectoral Strategic Plans to the CEDP 2.0 2.4: Reform public administration system to one that is performance-based 2.5: Strengthen Monitoring and Evaluation within the THA	Division of Finance and Enterprise Development/ Office of Chief Secretary

What Results Can Be Expected (The Outcomes)		What Will Have To Be Done To Create the Results Envisaged (Initiatives/Actions)	Who Will Oversee The Initiatives (The Role of Partners)
		2.6: Tobago Freedom of Information Policy 2.7: Reward excellence in performance	
3.	Land and property rights strengthened	3.1: Regularise land titling in Tobago	Office of Chief Secretary
4.	Greater provision and easier access to educational institutions in Tobago	4.1: Establish integrated university campus for leading national tertiary education institutions 4.2: Establish Specialised Institutes of Forestry and Heritage Studies	Youth Affairs and Sport
5.	Disapora capital invested and partnerships established	5.1: Develop a database of non-resident Tobagonians 5.2: Mobilise Diasporic Funds 5.3: Reform the Tobago Heritage Land Trust 5.4: 're-drain' Tobago Brains 5.5: Develop the Tobago Think-tank	Division of Finance and Enterprise Development

Business Development and Entrepreneurship

5 Tobago's Economy: Ready for Ascent

5-1 Vision

"Tobago will have a teeming business sector, participating and contributing to the development of a dynamic processing zone and export sector. In keeping with the Clean, Green, Safe and Serene guidelines, all products produced in Tobago will have a local and international reputation for high quality, low ecological impact and will also be high in local content. Much of the impetus will come from Tobago-bred entrepreneurs at the micro, small, medium and large levels, pioneering new industry and broaching new frontiers in innovation."

5.2 Rationale

There has been commendable progress in improving the business environment in Tobago since the CEDP 2006-2010, with the formation of the ***Eco-Industrial Development Company of Tobago (E-IDCOT),*** the establishment of Cove Eco-Industrial and Business Park, the reorganisation of the ***Business Development Unit (BDU),*** the creation of ***Enterprise Development Fund (EDF),*** and the establishment of the ***Venture Capital Company***. However, the expansion of the economy of Tobago requires faster growth in the private sector, especially in terms of the numbers of Tobagonians participating as entrepreneurs. This is a crucial factor in driving the process of transformation on the Island.

5.3 Goal

To develop a ***diversified, technologically advanced*** and ***competitive*** productive sector that is able to deliver high quality products and services and to build the entrepreneurial potential of Tobagonians, create an enabling environment for business and nurture the entrepreneurial ambitions of young, highly skilled Tobagonians.

5.4 Key General Outcomes

1. A vibrant and expanding ***micro, small, medium enterprises (MSME) sector*** led by accelerated private sector development on the Island.

2. ***Cove Eco-Industrial and Business Park*** operating at full capacity, accommodating viable and profitable businesses within its boundaries, and industry expanding in other parts of Tobago.

3. E-IDCOT promoting industrial development in other parts of Tobago besides at Cove Eco-Industrial and Business Park.



3. Strong ***inter-linkages*** between industry and the Tourism and Agriculture sectors.
4. Heightened interest among the youth of Tobago in entrepreneurship and a full utilization of all the facilities and opportunities available to them.
5. Improved perception of ***entrepreneurship*** in Tobago making it a favoured career/livelihood option.
6. Improved enabling environment for doing business that fosters business development and entrepreneurship and greater access to key resources.
7. Products produced in Tobago have an international reputation for high quality, low ecological impact and ***high local content***.

5.5 Overall Objectives

By 2017:

- Over 75 new start-ups operated at the Cove Eco-Industrial Estate;
- A 25 percent increase in the local content of supplies to the Tourism sector;
- A 20 percent increase in the number of highly trained youth choosing entrepreneurial ventures as career options;
- A marked reduction in risk aversion in Tobago, measured by a 25 percent increase in the overall number of new viable businesses established; and
- Increase export earnings from MSME sector by 10 percent over baseline



5-6 General Directive

Tourism, Agriculture, Fishing and Food and Manufacturing will continue to be the targeted industries of CEDP 2.0 and will be redefined, refocused and aligned to match Tobago's overall development objectives. There is a range of non-tradable activity that expands pari passu with economic growth – Construction, Distribution and Commerce and Transportation. These provide substantial employment, let alone a base for budding entrepreneurship. These and other activities like the Creative Sector, ICTs and the business of waste management will also receive focus.

The functioning of the Business Development Committee, which comprises the Business Development Unit (BDU), E-IDCOT and the Chamber of Commerce, will continue to provide advice and support for achieving Tobago's entrepreneurial development objectives. However, the membership of the committee will be expanded to include small business, cooperatives and labour interest.

While over the period of CEDP 2.0, THA will remain a key contributor to the Island economy by providing employment opportunities, it will actively promote business opportunities of benefit to Tobago, and facilitate and provide the platform for the growth of a strong and vibrant private sector with focus on small to medium enterprises. Where it serves the strategic interest of Tobago to develop an area of production and the local private sector seems unwilling or unable to do so, the THA will act as 'entrepreneurs of last resort,' but with an exit strategy when the particular activity has achieved viability and can be sold to the domestic private sector.

Box 5 -1

Key Challenges to Business Development and Entrepreneurship

1. Developing a structure of production on the Island that is conducive to high productivity growth, given the dominance of State-related employment through the THA in the short run.
2. Creating a more enabling environment for business development and entrepreneurship with collaboration with workers, professional organisations and the business organisations and the THA.
3. Strengthening sectoral linkages among tourism, manufacturing and agriculture which will result in opportunities for business development and for income and employment possibilities.
4. Building capacity of local entrepreneurs (individuals and industry associations) so that over time the THA can withdraw from direct intervention as the entrepreneur of last resort.

Attention will be paid to the value chain development, the emergence of industry clusters and supporting the growth of strong backward and forward inter-sectoral linkages between key industries. Greening of Tobago's businesses will be an active pursuit. The development of each sector will be in keeping with the environmental objectives of the vision of being Clean Green Safe and Serene Also central to this approach is the enhancement of human resources to sustain growth in these sectors. Given the lower level of incomes and wealth of Tobagonians, vis-à-vis their counterparts in Trinidad, the capital base for the formation of businesses in Tobago is relatively lower, and puts Tobagonians at a severe disadvantage in forming well capitalised businesses in Tobago compared to their compatriots.[8] CEDP 2.0 has to provide for the equitable

[8] The lower income level of Tobago compared to the average of Trinidad is well documented in the Human Development Atlas 2012 for Trinidad and Tobago compiled by the CSO with the assistance of UNDP.

participation of Tobagonians in business development in Tobago, and avoid their being relegated to mere witnesses to business opportunities in their midst.

5-7 Sectoral Business Development and Entrepreneurship

5-7-1 Tourism

Vision

Tobago will be sought after for its tourism product, which will be internationally renowned and competitive as a premier eco-tourism destination. The industry will be developed in a sustainable, culturally and environmentally sound manner that supports a high standard of living for residents of Tobago and results in enhanced contribution of the tourism sector to sustainable and inclusive growth on the Island.

Outcomes

1. A well-defined, vibrant and competitive tourism sector that competes in a number of market niches and that is distinguished by quality assurance standards.
2. A more diversified and sustained sector, able to capture high-value, high-income markets both internationally and regionally.
3. The sector's current dependence on domestic tourism balanced by increased diversification within the sector, with a search for new source markets in Latin America and Asia emerging.

Objectives

Recovery of lost 50 percent of international tourism market and a reinvigorated tourism sector, equipped to match global competitors for market share;

Addition of 1,500 high quality hotel and guest house rooms;

Recovery of lost niche markets, such as the villa and five-star markets; and

Stay-over visitor spending increased by at least 25 percent per year.

Box 5 -2
Key Tourism Challenges to Tourism Business Development and Entrepreneurship

1. Obtaining clarity and consensus on the market segment in which the Tobago Tourism product effectively competes: lack thereof creates incoherence in policy and strategy among private stakeholders and THA.
2. Putting in place a system to regulate the standard of accommodation units could undermine the Island's image.
3. Increasing the awareness of Tobago tourism stakeholders to the realities of radically changing world and power of online social media and blogs in influencing visitor expectations
4. Upgrading and increasing the quality of hotel room stock in keeping with viable passenger pay load for long haul traffic from source market: 300 people landing in a regular aircraft must have available quality room stock for accommodation.

Initiatives/Actions

Outcome 1: A well -defined, vibrant and competitive tourism sector that competes in a number of market niches and that is distinguished by quality assurance standards.

1.1: Define the Tobago Tourism Product

The tourism product of Tobago must be aligned with the Island's Clean, Green, Safe and Serene way of life. Already the Island has offerings in a mix of tourism segments – ecotourism, cultural tourism and heritage tourism, events tourism and community tourism.

The first CEDP listed options for the development of specialist education institutions – heritage studies and forestry with strong links to the tourism sector. The CEDP 2.0 continues along the same vein in supporting the development of an educational tourism segment.

The Department of Tourism in collaboration with industry stakeholders will develop a Tourism Plan for Tobago that is based on a clear differentiation of the Tobago product from the competition.

1.2: Prepare a Tobago Tourism Marketing Plan

Central Government has signed its intent to prepare a national tourism development plan. The Department of Tourism will prepare a tourism marketing plan for Tobago which will provide realistic, achievable goals and objectives to maximise the tourism opportunities within the Island. The plan will be based on the identification and analysis of key markets, providing solutions for the penetration of new markets. This Plan will also be key in emphasizing the intent and rationale for developing the sector in a sustainable, culturally and environmentally sound manner.

1.3: Increase and upgrade hotel and guest house room stock in Tobago

The Department of Tourism will collaborate and work with industry stakeholders, including the Tobago Hotel and Tourism Association (THTA) and the Ministry of Tourism, in refurbishing and upgrading the existing hotel plant on the Island and expanding the plant by increasing the number of high quality rooms available through strategic commercial arrangements with local and international investors, particularly aiming for a significant mass of luxury and business-class segments. Investment in Boutique hotels and villas will be encouraged, in order to resuscitate that niche on the Island. The CEDP 2.0 targets the addition of 1,500 high quality hotel rooms to Tobago's existing hotel room stock, which seems to be a viable minimum number given the need to rely on aircraft configuration servicing the long haul trans-Atlantic traffic.

The complementary infrastructure serving the sector (that is, sea and air ports, ICT and electricity services, the supply of potable water, etc.) will also be upgraded to accommodate critical volumes of visitors and goods to sustain the sector. The minimum growth target will be to regain all market share lost over the period 2006-2010 and to surpass it by 2017. The industry has to regain competitiveness, partly on the basis of the Trinidad market, and especially among its upper income groups, that must be won over from the regional competition, as Tobago re-organises itself to recover ground in traditional source markets and to win business in newer source markets.

1.4: Implement and enforce an industry-wide quality-assurance programme, with high rates of compliance

The activities required under this programme include:

1. The mandatory registration with the relevant body of any establishment or organisation that wishes to provide a tourism product or service; and
2. Continuous monitoring of the activities in this sector to ensure compliance and increase tax earnings from the sector.

1.5: Improve customer service within the service sector on the whole and the tourism industry more specifically

Addressing low service quality in tourism and tourism-related industries will require the development of programmes to train industry workers to improve the quality of hospitality service provided at hotels and guesthouses on the Island. The Tobago Hotel and Tourism Institute (THTI) will be charged with the responsibility for developing and conducting such programmes. However, it will be important for the Division of Tourism and Transportation, and industry stakeholders to first define and capture a range of hospitality characteristics and services that could be branded as uniquely of Tobago, and in collaboration with stakeholders undertake the development of training modules to universalise these characteristics and services in customer care and services training programmes.

1.6: Revise the system for land acquisition by foreigners to re-establish a presence in the villa and holiday home markets

The slow pace of processing applications for licences for the purchase of lands has eliminated the foreign component in the real estate market, and led to subterfuges. The THA will improve system for processing of applications, while ensuring through the Tobago REIT, that much of the real estate of Tobago remains in the ownership of the people of Tobago.

Outcome 2: The sector's current dependence on domestic tourism balanced by increased diversification within the sector , and developing its attractiveness in niche markets .

2.1: Develop and expand current tourism attractions

Tobago tourism stakeholders are mindful of the need for cooperation and the steps required in improving the performance of the sector and the need to put it on a more sustainable path. Consideration will be given to the following initiatives geared at diversifying Tobago's tourism product through the development and upgrading of tourism attractions and the Creative Sector, and increasing visitor spending by:

1. Continuing to create 'farm/sea to plate' agro-foods sector development projects which support the local foods niche market, and a more diversified Tobago agriculture and horticulture and is value adding, e.g. strengthening existing projects such as Cassava Food Fair, the Cassava Shop, the Blue Food Festival and developing others such as the promotion and use of local products and products by hotel and restaurants and the establishment of local seafood restaurants owned by fisherfolk cooperatives.
2. Balancing Tobago's dependence on domestic tourism and increase visitor spending through a number of ventures that develop and enrich the Island's current tourism activities and attractions and market them to the domestic and varied international markets.

3. Creating ways to monetise festivals, sites and other attractions by implementing pricing regimes based on packaged experiences and systematic methods of recording expenditure/receipts at those sites, e.g. tourists can offer "contributions or pledges" upon departure.

4. Developing a museum which features various aspects of Tobago's intrigue/mystique, such as a museum of natural history, or a heritage museum featuring all the cultures that formed Tobago. A museum of Tobago Arts and Crafts to curate specific eras of history. The museum can be linked to the proposed Institute for Heritage Studies.

5. Expanding and enriching the events tourism segment by packaging and promoting the many festivals taking place in Tobago over the calendar year – the Jazz festival, the premier Tobago Heritage Festival, specific sport events like the great race, fishing competitions.

6. Support the development of the Entertainment Arts and the Creative Sector of Tobago.

7. Developing events around the Shaw Park Cultural Complex and the proposed Institute for Heritage Studies to attract domestic and international visitors and to strengthen Tobago brand in heritage tourism.

8. Developing links between tourism and the proposed Institute of Forestry and Institute for Heritage Studies and promote educational tourism.

5-7-2 Manufacturing

Vision

There will be a thriving manufacturing sector producing a high volume of high quality finished goods in Tobago. The sector will be well supported by domestic markets and will be competitive enough to profit from regional and international markets. The sector will be significantly scaled up, producing goods efficiently, providing many opportunities for forward and backward linkages, inter-sectoral linkages and profitable downstream activities from the island's main natural resources. The sector will be the source for an attractive career option, generating high incomes and many opportunities for innovation.

Outcomes

1. A private sector led manufacturing sector that is a significant contributor to Tobago's increasing share of Gross Value Added (GVA) in the national economy.
2. Increased and substantial earnings from a viable and sustained export sector in Tobago which targets lucrative external markets.

Box 5 -3
Key Challenges to Manufacturing Business Development and Entrepreneurship

1. Ensuring Tobagonians utilise the opportunities available through the EAF and Venture Capital Fund for business start-up and expansion in the manufacturing sector.
2. Creating the conditions in Tobago conducive to the establishment of viable and sustained export sector.
3. Attracting sufficient eco-industries to the Cove Eco-Industrial and Business Park to make its operations viable;
4. Attracting and developing a culture of innovation required for creating

Objectives

Manufacturing sector will achieve a minimum growth rate at 5 percent per annum by 2017. The gross value added by the sector will contribute to increasing Tobago's share of the national GDP to three percent by 2017; and

Ten large, 30 medium and 300 small to micro businesses to contribute to job creation and economic growth and to boosting Trinidad and Tobago's position on the global competitiveness index.

Initiatives/Actions

Outcome 3: A private sector led m anufacturing sector that is a significant contributor to Tobago's share of Gross Value Added in the national economy

3.1: Operationalise Cove Eco-Industrial and Business Park

The new Plan advocates the targeting of industries for the Cove Eco-Industrial and Business Park along the lines of the Park's stated target groupings: 1) Resource-based industries; 2) Location-advantageous/urban industries; and, 3) Skilled Labour and Technology-based industries and Other Knowledge-based industries.

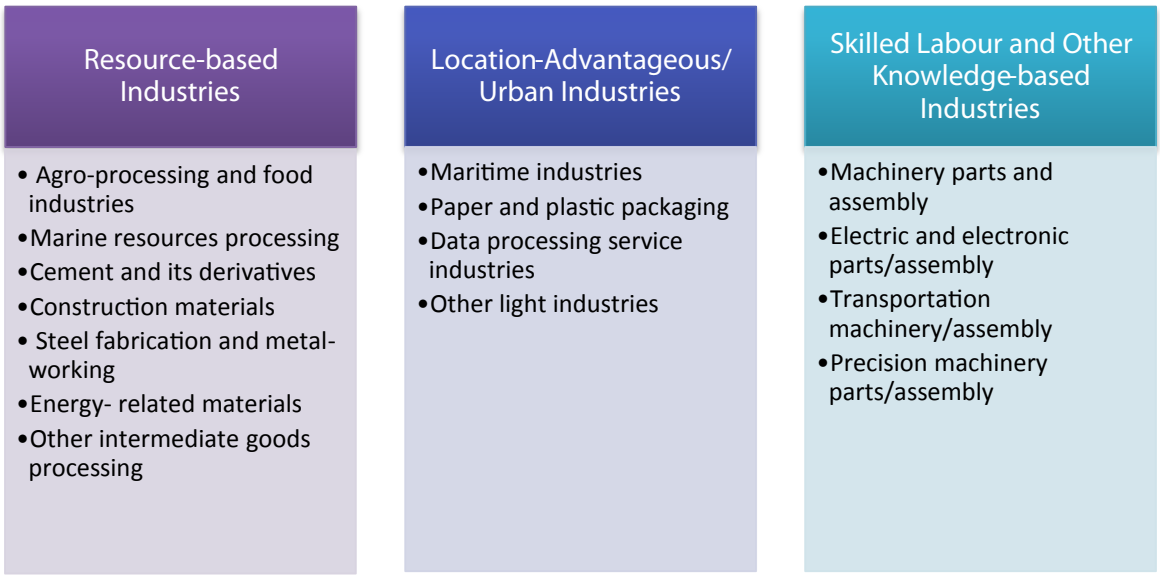


Figure 5. 1: Targeted Industrial Sectors at Cove Eco -Industrial and Business Park

E-IDCOT will market the Park to existing businesses in Trinidad and Tobago which are engaged in production that matches the mandates of Cove and offer incentives to set up operations at the estate. Some of those businesses are in activities such as plastics and glass recycling, e-waste recycling[9], eco-textiles, greenhouse production and consumer products made with 100 percent natural inputs. The main initiative to attract these businesses will be to create a more friendly investment environment via increased available credit, lower interest rates, the sourcing of markets for the products and opportunities to benefit from clustering/collaboration with businesses in the industry. Special windows and incubator services will be available for Tobagonians for business start-ups and expansion, and attention will be given to the requisite training for personnel needed for operations of plant and equipment.

Outcome 4: Increased and substantial ear nings from a viable and sustained export sector in Tobago which targets lucrative external markets

4.1: Create an environment conducive for the development of the export sector

BDU, the Department of Marketing, E-IDCOT and Tobago Information Technology Limited of the Tobago House of Assembly (TITL), along the Tobago's private sector, are expected to pay a major role in the development of the export sector. The agencies will work together to undertake a number of tasks, namely:

E-IDCOT and TITL will scope selective industries internationally to identify niches in which to build or exploit competitive advantage for Tobago firms;

The agencies will create a facilitative environment appropriate to new industries being developed to face export markets;

Following research and investigation by E-IDCOT, measures will be put in place to take advantage of possibilities offered by existing and developing trade agreements, e.g. the Economic Partnership Agreement with Europe; and

E-IDCOT will explore and capitalise on the use of ICTs in promoting and facilitating trade and in the establishment of markets for the products of Tobago.

5-7-3 Agriculture, Fisheries and Food

Vision

A revived agriculture, fisheries and food industry that contributes to Tobago's food security, providing a significant share of domestic requirements and strongly linked to the hotel industry, through the fresh supplies that it contributes, and together with niche agriculture aimed particularly at the domestic market, creates opportunities for production of safe and healthy foods, for attractive income for an emerging class of scientifically and technologically adaptable young farmers.

[9] The breakdown of electronic components for recycling.

Box 5 -3
Key Challenges to Agriculture Business Development and Entrepreneurship

1. Making the prospects of agriculture encouraging to young people and others in terms of provision of decent incomes and business opportunities in agriculture in Tobago.
2. Improving the linkage between agriculture and tourism to increase income and employment possibilities
3. Addressing structural challenges such as access to land, application of production and marketing standards, certification, introduction of appropriate pest management systems, control of praedial larceny, farm worker shortage, and training of farmers which must be tackled within the context of a coherent strategy.
4. Bridging the gap (institutional and otherwise) between planning for the industry and implementing the activities to realise the goals and objectives set out during planning

Outcomes

1. Agricultural planning and programming restructured and improved to promote efficient, effective and accountable implementation of projects and the delivery of services as well as the inclusion and participation of all relevant stakeholder groups.

2. Niche products providing high income to some farmers.

3. Agribusinesses emerging and engaged in processing activities, providing high quality products and produce.

Objectives

1. Stablisation of the number of persons engaged in full time agriculture by 2017;

2. Increase in value added in agriculture and agri-business by more than 50 percent by 2017;

3. Double the quantum of supplies to the domestic market from output in Tobago;

4. One hundred young established farmers in the agro-foods industry by 2017; and

5. More than double the trade of Tobago goods in Trinidad by 2017.

Initiatives/Actions (Agriculture and Agro -foods)

Outcome 5: Agricultural planning and programming restructured and improved to promote efficient, effective and accountable implementation of projects and the delivery of services as well as the inclusion and participation of all relevant stakeholder groups

5.1: Focus on Value Chain Approach to Agriculture and Agro-food Industry

Industry stakeholders have identified a number of crops and livestock that are of strategic importance to Tobago, in terms of food security, value-added potential, marketing and export potential (Box 3.4). The THA will collaborate and work with industry stakeholders (such as the Tobago Agricultural Society and Tobago Agri-business Association and the various commodity associations) in assessing the current status of each strategic commodity and determine potential (production, constraints, costs, efficiency, quality) for the value-chain development. The analysis will also address critical issues and challenges and propose policy options, and initiatives that will help increase the commodities' productive capacity and competitiveness. The analysis will also include proposals for producers, the THA and other stakeholder groups for production, agro-processing, development of markets, and for developing and strengthening intra-and inter-sectoral linkages. The results of this initiative will inform the preparation of the Tobago Food Strategy.

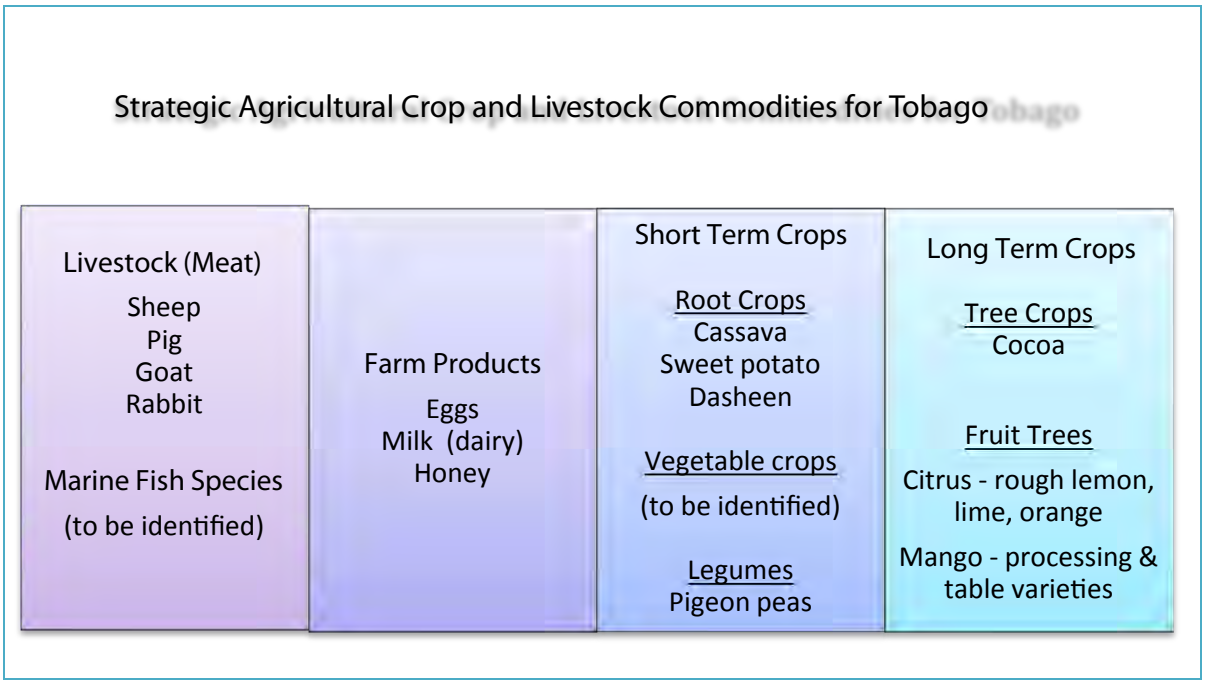


Figure 5. 2: Commodities and Livestock to Target for Growth

5.2: Prepare Tobago Food Policy and Action Plan

The THA, in conjunction with industry stakeholders, through a participatory process will prepare a long term strategy and action plan that will chart the future direction of Tobago's agriculture, fisheries and food sector. Taking a value chain approach, the plan will address and formulate proposals for critical issues affecting the sector, including 1) production; 2) quality standards and certification; 3) roles and responsibilities of various departments, producers, agro- and fish-processors and their organisations; 4) the role of research, development and biotechnology; 5) development of intra-and inter-sectoral linkages and synergies; 6) provision of agricultural and fisheries extension and other technical support; 7) building skills and capacity of the sectoral partners and the Division to ensure effective participation; 8) initiatives for sustainable management of plant stock, breeder stocks and fish stocks 9) initiatives to support domestic trade and export; 10) public and private sector investment; and, 11) fiscal and other incentives for innovative practices and products. The plans will also include mechanisms for its operationalisation, and for monitoring, evaluating and annual reporting on the performance of projects and the sector and for systematic review and updating during the implementation period.

5.3: Increase farmer and fishers capacity to support a more business and cooperative approach to agro-foods and seafood production

The training programmes of the Division will be rationalised and revised based on the strategic needs of the industry. Training programmes will be conducted in collaboration with the BDU and special agri-business and technical training programmes developed for producers and employees along the value chains.

5.4: Strengthen the links between the agro-foods and seafood industry and other sectors

Strengthening the intra and inter sectoral linkages requires a plan of action that continuously seek opportunities and proper scheduling system that allow producers to provide products in the quantity required and on a timely basis. The Department of Agriculture, Department of Marketing and the DMRF

will work with producer associations and other stakeholders (including fishermen's associations) in identifying and supporting of these intra- and inter-sectoral linkages in manufacturing and tourism industries. Immediate attention will be paid to creating and supporting links between local producers' and fishermen's associations and the Tobago School Feeding Programme and local Hotels and Restaurants. The development of a composting facility will be an important linkage between agro-foods industry and environment sector that will be explored as farmers begin to develop the eco-agriculture subsector.

5.5: Build the capacity of the Division of Agriculture, Marine Affairs, Marketing and Environment to collect and manage agricultural information

The availability of relevant and quality information is required for a decision-making process to support the transformation and revitalisation of the sector. The new thrust towards performance-based management requires all THA Divisions to upgrade their information management systems in order to effectively manage and monitor their work and sector(s). The departments will be resourced to better collect and handle data and, where required, new and more effective data collection and management systems in place. A system for information sharing and making the data more useful to partners will be established. It is vital that projects be resourced appropriately both financially, and with human capital and appropriate equipment, to ensure success. The TITL will assist in the process as part of its responsibility to improve the use of technology in enhancing productivity in the public sector.

5.6: Strengthen the capacity of industry associations to be key partners in the industry development process

During the CEDP planning consultations, producers associations expressed their aim of developing and owning Tobago's agricultural value-chains. In supporting this process, it will be important to identify their strengths, and areas of support required by these associations that will allow them to be effective in realising their vision and becoming strong partners in the agricultural development process.

The THA, in collaboration with industry partners will undertake needs assessment of commodity organisations to inform the strategic planning process to identify the strengths and weaknesses of these associations and to receive recommendations for building their capacity.

5.7: Capitalise on industry and education links to become leaders in specific biotechnological areas

Through existing agricultural, fisheries and forestry research programmes at UWI, UTT and elsewhere and through the establishment of the Institute of Forestry in Tobago, the THA and the industry partners will promote Tobago as a leader in the areas agriculture and research and development.

5.8: Strengthen collaboration among industry partners

The value chain approach to agricultural development requires greater collaboration and forging of strong institutional links among industry partners. Intra-and inter-institutional collaboration will be strengthened through the establishment of formal and informal arrangements with reporting mechanisms and guidelines. In addition, where appropriate, the Division will apply successful strategies used by the private sector, the NGO sector and other public sector bodies outside the industry to stimulate and develop a collaborative culture among its departments. The Division will also identify and promote opportunities to develop collaborative relationships that improve the functioning of industry organisations within and across sectors.

5.9: Foster and promote proactive, innovative and output-driven leadership within the industry

A revitalised and modern Tobago agro-foods and seafood industry requires persons with the capability to be positive, innovative and effective leaders. At the same time, producers, professionals and others must have the ability to change, learn and innovate. The industry will therefore promote the development of innovative thinkers, the use of proactive approaches, and a philosophy of continuing search for excellence and dynamism throughout the industry. People development programmes will be established to promote the development of innovative, collaborative, outcome-focused leaders among agricultural business women and men, professionals, and production workers.

5.10: Build the human capacity for high -quality research and development

The THA will approach the UWI Faculty of Agriculture to set up a research and development programme in Tobago that will be beneficial to the Island's agro-foods industry.

5.11: Promote the business/investment opportunities for value-adding to agro-foods industry in Tobago

The Division will work with commodity organisations, E-IDCOT, BDU and other entities in creating and promoting opportunities for investment in the agro-food industry.

5.12: Strengthen the traditional programmes which promote agriculture and fisheries beyond the farm and sea

Traditionally, schools and homes have maintained gardens which supplement agricultural purchases and teaching about agricultural production. In an era where food security is a burning issue, initiatives such as the school gardens programme, 4H club, and backyard garden programmes are vital to ensuring food security at the household level. The very survival of the industry depends on a substantial number of students acquiring an appreciation of the science of agriculture and for natural resource management from very early in their lives. Therefore, school garden and backyard garden programmes will be strengthened and expanded (revived in the case of the 4H clubs in school) to increase awareness, knowledge and appreciation for agriculture while improving Tobago's food security situation.

Outcome 6: Young producer participation in agro -food industry increased

6.1: Expand Youth Apprenticeship Programme in Agriculture programme

Youth Apprenticeship Programme in Agriculture (YAPA) was established in Tobago to provide young people (between the ages of 17-25 years) with the opportunity to be involved in farming and to demonstrate that youths could have a successful careers and businesses in farming. The YAPA programme in Tobago will be revised and better resourced with greater emphasis on the development of farm and value added agri-businesses. The Plan calls for the emergence of 100 young agri-business owners out of the YAPA programme. The THA through its revised land distribution programme and Enterprise Assistance Fund (EAF) and other funding mechanisms will support and provide follow-through with promised resources and post-YAPA funding. The graduates of the programme will also be linked to the proposed Business Mentorship and Business Incubator Programmes. Under a revised YAPA programme, improvements will be made to its training programmes and facilities to meet the strategic needs of Tobago agricultural sector.

6.2: Establish a Young University and East Caribbean Institute of Agriculture and Forestry graduates agricultural programme

Young UWI and UTT and East Caribbean Institute of Agriculture and Forestry (ECIAF) graduates and returning graduates from other agricultural training institutions will be targeted and support provided for them to develop agri-business enterprises. These graduates will be expected to establish farm and value chains that are innovative, and establish strong links between research, biotechnology and their agribusiness enterprises.

Outcome 7: Tobago Eco-Foods[10] label developed and markets established in Tobago, Trinidad and elsewhere

7.1: Brand a Tobago Eco-Foods label, products, value chains, production systems defined and label established

The produce and products of the eco-agriculture subsector will be branded, promoted, marketed and differentiated as a safe, clean and healthy alternative. Promotional activities will be linked to the Division of Health and Social Services Healthy Lifestyle Programmes and others. Assistance will be sought to ensure successful branding and marketing of these products.

7.2: Establish Tobago Eco-Foods certification programme

The Department of Agriculture will develop a programme for the production of safe and healthy food, ensuring compliance with established standards and for certifying and monitoring farms and other enterprises. Complementary support programmes will also be established and collaborative relationships forged for provision of relevant services such as soil testing, application of appropriate biological control agents etc.

7.3: Establish sustainable production systems under the Eco-Foods label to supply consistent quality and quantity of raw materials for the fresh food and processing markets

There will be the development of a pilot Ecological Agro-park on THA owned estate lands. The designated lands should be distributed to YAPA, UWI or ECIAF graduates and other interest producers. Prerequisite activities (such mandatory training programmes, etc.) will be a requirement for obtaining land to foster application of agri-business principles and technological advancement in these enterprises. Farmers outside the Park will also be targeted and encouraged to produce under the Eco-Foods label.

Production systems will be developed in keeping with the Eco-Foods standards and certification programme and training programmes developed to support the production system.

Outcome 8: On-farm production systems improved to increase farm productivity and performance

8.1: Rationalise and revise public farmland distribution programme

The agricultural land distribution programme will be revised to meet the strategic agriculture value chain needs of the industry as established in the Agro-foods and Seafood Strategy. The distribution of land must be carried out with strict guidelines and under contract to ensure that farmlands do not become unproductive and curb the likelihood of informal conversion farmlands to residential use. The alienation of lands away from agriculture to other sectors and uses – manufacturing, commerce, and

[10] The name EcoFoods is not being suggested as a trade name. It is used to distinguish traditional agricultural produce and products currently sold. The 'cleaner' nature of Tobago agriculture lends itself to be packaged and sold under an ecological agriculture label.

housing - is also a matter for consideration under the guidelines. The programme will also address current delinquent tenants of public agricultural lands and the need for regularisation of some holdings.

8.2: Establish agriculture traceability system to curb praedial larceny

The development of a plan of action to effectively address the on-going problem of praedial larceny will require producers and bodies such as producers' associations, the Trinidad and Tobago Police Force, the THA, and those involved in agricultural transactions to come together to create a lasting solution to this persistent problem. Under the Jagdeo Initiative, an agricultural produce receipt book system has been recommended, which, once in place, will demonstrate proof of legitimate purchase of agricultural produce and so protect the interests of legitimate producers.[11] However other solutions will have to be explored particularly with respect to livestock such as electronic tagging and surveillance. These systems will require all producers to register their business or to form cooperatives. The THA will lobby and work with the Ministry of Agriculture to design and be the test pilot area for a system that could be of benefit throughout the Caribbean.

The control of praedial larceny also will require the assistance of consumers and the general public at large and therefore their cooperation is critical to the success of any programme to address this problem. Consideration will therefore be given to the establishment of a public education programme which will educate producers and their families about the importance of taking action in detecting and reporting praedial larceny. The programme will also include a public awareness component to increase public and community awareness about the unacceptable nature and levels of praedial larceny, the benefits and uses of the agreed system. Where needed, the THA will lobby Central Government for legislative change and increased penalties for acts of praedial larceny.

8.3: Establish project to sustainably and humanely manage the bird pest population

Addressing the ecological and culture dilemma that the bird problem brings, requires Tobago to seek practical solutions that will allow people and the birds (Cocorico and parrots) to co-exist while reducing their foraging on cultivated agricultural lands. There is consensus that bird pest problem represents one of major constraint to the development of a modern agriculture sector in Tobago. The Department of Agriculture will collaborate with agricultural producers, UWI and leading local and regional Ecologists in establishing a project for the management of the bird pest. Examples of systems developed for managing wildlife that have become agricultural pests will be reviewed in formulating an appropriate programme.

8.4: Increase availability of starter livestock (pigs sheep, goats and rabbits) and planting materials

THA will revise and improve its breeding stock programme and planting materials programmes to increase delivery to producers.

8.5: Enhance the capacity of Tobago House of Assembly to support farmers (biotechnology, entomological services, research and development)

The Division will rationalise and revise and develop producer support programmes in keeping with the new thrust of the sector. The THA will examine services critical to the revitalisation of the sector, such as tractor pool service, biotechnology laboratory services, soils analysis laboratory services, etc., crop and

[11] This is a strategic framework with targeted and focused interventions at the regional and national levels geared to reposition Caribbean agriculture to satisfy regional requirements and contribute to exports under competitive conditions. President Jagdeo of Guyana chaired the Meeting of Caribbean leaders that took the decision to embark on a new thrust in Caribbean agriculture.

livestock distribution services will be assessed and various options (public-private/NGO sector arrangements) considered for outsourcing and improving service delivery.

8.6: Analyse and put in place solutions to address the current labour or skills shortage in the agro-foods industry

Addressing farm worker shortage in the short term is critical to the successful revitalisation and competitiveness of Tobago's agro-foods industry. Both traditional and non-traditional solutions will be applied as agricultural associations and the Department of Agriculture work together to address the problem. Some of the initiatives to be considered include the establishment of on-the-farm work programme for agricultural students, the creation of a farm worker pool which mimics the Gayep concept and implementation of the migrant farm worker programme.

Initiatives/Actions (Fisheries and Sea food)

The fisheries industry remains an important sector at the community level and forms part of their safety net. Upgrading the industry will lead to its reorganisation with greater focus on the fish processing sub-sector. Recent infrastructural upgrades have improved facilities for fisherfolk, but further challenges must be addressed to meet the quality and safety standards set by export markets and to provide sustainable livelihoods for fisherfolk and their communities. The actions highlighted for implementation in the first CEDP will help to build a foundation for creating a viable industry whose boundaries could be enjoyed beyond this generation of fishers. THA will continue its role in facilitating the further development of the fisheries industry.

Outcome 5: Improved productivity and performance in the Tobago's fishing and seafood industry

9.1: Develop a Strategic Action Plan for the Fishing and Seafood Industry

The Department of Marine Resources and Fisheries will develop a strategic action plan for the industry in collaboration with industry stakeholders aimed at placing the industry on a more business oriented footing, to improve efficiency and human capital capacity. This forms part of Agriculture and Agro-food Initiatives/Actions 1.1 and 1.2.

9.2: Establish Fish Stock Inventory and Management Systems for fish catch data

A comprehensive inventory and database on the current status of the fish stock will provide a useful basis for planning development and regulation of the industry. Training will be required in the gathering of fish catch data; and the results must be communicated in a timely manner to the fisherfolk as an incentive to their involvement in the collating of data. These data must be collected and monitored, and published on a quarterly basis.

9.3: Establish a training centre for fisherfolk

The establishment of this facility could position Tobago as the premier technical training facility in the Caribbean which will build capacity among fisherfolk who will receive training of relevance to their trade. It could be housed at the existing Buccoo training facility.

9.4: Upgrade Fishing Industry Infrastructure

The THA will continue its programme of upgrading Tobago's fishing facilities – landing sites and markets. Significant investments have already been made in this area. Where required, the programme will cater for retrofitting facilities where problems may arise. All proposed infrastructure must be guided by HACCP standards. Decisions regarding the scale, purpose, design and maintenance obligations will be determined in collaboration with the stakeholders, and the communities concerned.

9.5: Improve capacity within the Division of Agriculture, Marine Affairs, Marketing and Environment

The capability and capacity of the Division will be strengthened to increase effectiveness, efficiency, transparency and accountability within the Division.

5-7-4 Entrepreneurship

Vision

A vibrant and expanding MSME sector led by local entrepreneurs, who value business ownership as a viable way of life, will be the basis for broad based growth on the island. Growth in the private sector will be supported by an enabling environment and access to key financial and technical resources.

Outcom es

1. A reduction of risk aversion among Tobagonians and increased confidence about the long term prospects of entrepreneurship.
2. Adequate financial and technical support available to spawn start-ups.
3. Enabled and attractive environment for domestic and foreign private investment created.
4. Improved coordination among support agencies.

Objectives

Increased confidence in the medium and long term prospects of entrepreneurship as a viable means of earning and reduced perception of risk among Tobagonians of business ownership;

Improved and integrated support for entrepreneurs wanting to open or expand businesses in Tobago;

Doubling the register of new businesses formed in Tobago by 2017; and

At least 50 new clients per annum of BDU and EAF.

Initiatives/Actions

The CEDP 2.0, like its precursor, acknowledges the significant contribution the MSME subsector could make to Tobago's social and economic development. A number of activities were proposed in the first CEDP which remains valid and workable in this new Plan period and are included herein along with new initiatives to further develop Tobago's private sector.

Outcome 10: The reduction of risk aversion among Tobagonians and increased confidence about the long term prospects of entrepreneurship

10.1: Raise awareness and increase knowledge among Tobagonians of the benefits of business ownership

THA, in collaboration with industry stakeholders will undertake the following:

Conduct a public education campaign to raise and awareness and to celebrate entrepreneurship development among Tobagonians;

Educate and sensitize businesses via public awareness campaigns of the need to register their business [whatever the size] and fulfil all legal requirements for operation;

Educate entrepreneurs on growing their business and penetrating foreign markets via support services and regular seminars/ outreach programmes;

Improve the quality of customer service and quality of management of businesses through training and continuous sensitization; and

Introduce elements of entrepreneurship into the education curriculum at the primary level to sensitise children about the importance of entrepreneurship from an early age; and

Form business networks in primary schools – with a pilot to be established during the 2013 school year.

10.2: Promote innovation and creativity among Tobagonians and make the link between innovation and entrepreneurship

THA, through the BDU, EAF, E-IDCOT and TITL, in conjunction with private sector organisations (the Tobago Chamber of Commerce and Industry, Hotel and Tourism Association, Tobago Agriculture Society, Tobago Agribusiness Cooperative, etc) will work together to develop programmes that will:

Engender a creative mentality in the school system by reforming the curricula to promote enquiry and experimentation through a range of subject areas, including the arts and sciences;

Make Mathematics and Science enjoyable for students and perceived as being as vital to living, as is the acquisition of basic literacy;

Target THA assisted after-school programmes in low resourced communities by building in components to further promote the drive towards increased creativity and exploration;

Development of an environment in which innovators can meet with business developers with adequate protection being afforded them in the commercialization of their ideas;

Establish a Tobago-based mechanism for the registration of patents and facilitating opportunities for innovators and investors to interact and turn innovative ideas into business ventures;

Work with the banking sector to make special loans available for start-ups and business incubators based on calculated success of predictions for innovations/ideas;

Lobby Central Government to offer tax incentives and write-offs to promote innovations and their application in the development of new products and services. This should be linked to a green growth incentive programme; and

Upgrade the human capital of Tobago, using new and accessible opportunities for lifelong learning (e.g. open courseware platforms offered free online by reputable universities/ academic institutions).[12]

Outcome 11: Adequate financial and technical support to spawn start -ups.

11.1: Support entrepreneurial activity among women for the development ofmicro, small, medium enterprises

The BDU will collaborate and work with credit providers and agencies that provide technical support to establish special initiatives which target and assist women through the provision of start up and business expansion capital, information, training, and technical assistance.

11.2 Target and support youth in business initiatives

Use ICT platforms and competitions to introduce business concepts and benefits of business ownership to young persons, providing as prizes a number of opportunities for those who buy into the model to gain access to capital to initiate their winning ideas.

11.3: Create an Enabling Environment for Business Development

THA will continue to provide the necessary enabling environment for business development. Initiatives will include:

Providing incentives for export earnings, market research and developmental activity;

Improving support services available to the sector, particularly marketing and business development services;

Establishing a mechanism for linking small and micro-firms in sub-contracting arrangements for the purchase of goods and services; the purchase of goods and services from this sector by Government and its agencies, and for the marketing of their product under one brand;

Providing access to market information and advice so that MSME owners could understand the kind of products needed by the market, the size of the market and when the products are needed and how to deliver the products;

Facilitating the appropriate business organisation among SMEs which need to collaborate in creating bulk required in entering external markets: business associations among producers may be appropriate in one scenario while marketing and producer cooperatives may be the relevant structure in other circumstances.

11.4: Establish Tobago Business Incubator

The business incubator under E-IDCOT will facilitate business start-ups and to provide technical support during the first 18-24 months of the business enterprise, in targeted areas.

[12] MIT and Harvard are two of the universities that have made their programmes accessible to the world. See http://mitx.mit.edu/. With the percentage of Tobagonians with secondary and tertiary being among the lowest in the country, the THA has to utilise all means of closing the gap and bringing Tobagonians up to the requirements of a knowledge-driven economy.

11.5: Establish a business mentoring programme

A business mentoring programme will be developed for young persons interested in becoming business people. The THA will support on-the-job training and short internships for young business people could also be established with a view to their going into their own businesses.

11.6: Expand the established business development funds

The THA EAF and the Venture Capital Fund will be continued to provide credit facilities for businesses. This EAF will continue to target SMEs entrepreneurs and female entrepreneurs, in particular, who have difficulty accessing traditional sources of funding, such as bank loans, and will include a credit guarantee scheme, small loan fund and non-collateral lending.

11.7: Improve collaboration among Tobago credit providers to develop ways of increasing entrepreneurship among Tobagonians.

The Agricultural Development Bank (ADB) has committed $25 million to the development of Tobago's agriculture sector with only $7.5 million of that money utilised thus far. It is committed to provide opportunities for farmers and fishers to secure credit even under conditions of unsecure land titling arrangement. The Plan therefore, supports this and other efforts to improve credit availability among agro-business and other SMEs. The THA, through the BDU and EAF, will facilitate regular formal discussions among commercial credit providers – Credit Unions, BDC, National Entrepreneurship Development Company (NEDCO), ADB and commercial banks – to review and to strategise on how their initiatives could contribute collectively to the expansion of businesses in Tobago and support the creation of entrepreneurship among Tobagonians.

11.8: Develop areas of excellence and production clusters

Developing clusters will help increase the competitiveness of Tobago products and provide the critical mass required for the domestic and export market. In addition, the identification and strengthening of specific productive clusters will have a positive impact on income distribution, because of the important role played by small and medium producers in Tobago. The BDU, in collaboration with the Agriculture, Livestock and Marketing Departments, the Department of Tourism and other entities such as NEDCO, BDC, ADB and Trinidad and Tobago Tourism Development Company Ltd (TDC) will identify areas of industrial excellence and develop clusters around these industries. Industry stakeholders would determine which areas of excellence can be developed in the following: 1) ecotourism; 2) cassava; 3) mango; 4) cocoa; 5) fish; 6) pork products; and, 7) woodwork and furniture making.

Producers associations and other industry associations will be encouraged to establish cooperatives to market products under a unified label. The necessary standards and certification will have to be developed to ensure quality and compliance.

11.9: Develop the town centre of Scarborough

The redevelopment of Scarborough and its town centre will contribute to growth in business activity in the town consistent with its status as the commercial centre of Tobago. The completion of the Financial Complex and other modern buildings in Scarborough by the THA should be the base for a public/private sector initiative to beautify the town and create aesthetic harmony of the structures and built development.

Outcome 12: Improved coordination among support agencies

12.1: Establish the Tobago Business Group

The expansion of the private sector in Tobago requires consistent and coordinated effort among the key players. The existing collaboration between BDU, E-IDCOT and the Chamber of Commerce will be widened to include the cooperatives and labour representation, altogether to constitute the Tobago Business Committee which will be established and will meet systematically to oversee the expansion of the sector, to identify and quickly apply solutions to emerging issues. The BDU will be expected to manage the relations between other support agencies and industry stakeholders. Key to this is establishment of a one stop approach to fast tracking business development.

5-8 Summary

The redoubling of the diversification thrust through CEDP 2.0 will result in the expansion of the economy of Tobago and its becoming a significant factor in the transformation of the national economy, as a result of its emerging importance in the industrial configuration. Eco-sensitivity will be one of the hall-marks of the island's development. Just as significantly, its transformation is premised on Tobagonians becoming active players in the process as a radical reorientation in the social psyche allows many of them to become entrepreneurs who will be joined by enterprises entering from Trinidad and abroad. Innovation and creativity will underpin the process, with Tobagonians coming into their own in a wide swath of areas, including in the Creative Sector itself as a stand-alone sector. Tobago's business and industrial development will be substantially different from that of other Caribbean countries. Industrial policy will be geared towards achieving sustainable development, and while foreign capital will be welcomed, domestic Tobago entrepreneurship will not be consigned to a marginal status. Table 5.1 provides a summary of the major initiatives to support Business Development and Entrepreneurship efforts.

Table 5.1: Summary of the desired outcomes and i nitiat ives to be undertaken under the Business Development and Entrepren eurship Strategic Priority Area

What Results Can Be Expected (The Outcomes)		What Will Have To Be Done To Create the Results Envisaged (Initiatives/Actions)	Who Will Oversee The Initiatives (The Role of Partners)
Tourism:			
1.	A well defined, vibrant and competitive tourism sector that competes in a number of market niches and that is distinguished by quality assurance standards	1.1: Define the Tobago Tourism Product 1.2: Prepare a Tobago Tourism Marketing Plan 1.3: Increase and upgrade hotel and guest house room stock in Tobago 1.4: Implement and enforce an industry-wide quality-assurance programme, with high rates of compliance 1.5: Improve customer service within the service sector on the whole and the tourism industry more specifically 1.6: Revise the system for land acquisition by foreigners to re-establish a presence in the villa and holiday home markets	Division of Tourism and Transportation and Tobago Hotel and Tourism Association
2.	The sector's current dependence on domestic tourism balanced by increased diversification within the sector, and developing its attractiveness in niche markets	2.1: Develop and expand current tourism attractions	Division of Tourism and Transportation and Tobago Hotel and Tourism Association
Manufacturing:			
3.	1: A private sector led manufacturing sector that is a significant contributor to Tobago's share of GVA in the national economy	3.1: Operationalise Cove Eco-Industrial and Business Park	Division of Finance and Enterprise Development

What Results Can Be Expected (The Outcomes)		What Will Have To Be Done To Create the Results Envisaged (Initiatives/Actions)	Who Will Oversee The Initiatives (The Role of Partners)
4.	Increased and substantial earnings from a viable and sustained export sector in Tobago which targets lucrative external markets	4.1: Create an environment conducive for the development of the export sector	Division of Finance and Enterprise Development
Agriculture, Fisheries and Food:			
5.	Agricultural planning and programming restructured and improved to promote efficient, effective and accountable implementation of projects and the delivery of services as well as the inclusion and participation of all relevant stakeholder groups	5.1: Focus on Value Chain Approach to Agriculture and Agro-food Industry 5.2: Prepare Tobago Food Policy and Action Plan 5.3: Increase farmer and fishers capacity to support a more business and cooperative approach to agro-foods and seafood production 5.4: Strengthen the links between the agro-foods and seafood industry and other sectors 5.5: Build the capacity of the Division of Agriculture, Marine Affairs, Marketing and Environment to collect and manage agricultural information 5.6: Strengthen the capacity of industry associations to be key partners in the industry development process 5.7: Capitalise on industry and education links to become leaders in specific biotechnological areas 5.8: Strengthen collaboration among industry partners 5.9: Foster and promote proactive, innovative and output-driven leadership within the industry 5.10: Build the human capacity for high-quality research and development 5.11: Promote the business/investment opportunities for value-adding to agro-foods industry in Tobago 5.12: Strengthen the traditional programmes which promote agriculture and fisheries beyond the farm and sea	Division of Agriculture, Marine Affairs, Marketing and the Environment

What Results Can Be Expected (The Outcomes)		What Will Have To Be Done To Create the Results Envisaged (Initiatives/Actions)	Who Will Oversee The Initiatives (The Role of Partners)
6.	Young producer participation in agro-foods industry increased	6.1: Expand YAPA programme 6.2: Establish a Young University and ECIAF graduates agricultural programme	Division of Agriculture, Marine Affairs, Marketing and the Environment
7.	Tobago Eco-Foods label developed and markets established in Tobago, Trinidad and elsewhere	7.1: Brand a Tobago Eco-Foods label, products, value chains, production systems defined and label established 7.2: Establish Tobago Eco-Foods certification programme 7.3: Establish sustainable production systems under the Eco-Foods label to supply consistent quality and quantity of raw materials for the fresh food and processing markets	Division of Agriculture, Marine Affairs, Marketing and the Environment
8.	On-farm production systems improved to increase farm productivity and performance	8.1: Rationalise and revise public farmland distribution programme 8.2: Establish agriculture traceability system to curb praedial larceny 8.3: Establish project to sustainably and humanely manage the bird pest population 8.4: Increase availability of starter livestock (pigs sheep, goats and rabbits) and planting materials 8.5: Enhance THA's capacity to support farmers (biotechnology, entomological services, research and development) 8.6: Analyse and put in place solutions to address the current labour or skills shortage in the agro-foods industry	Division of Agriculture, Marine Affairs, Marketing and the Environment

What Results Can Be Expected (The Outcomes)		What Will Have To Be Done To Create the Results Envisaged (Initiatives/Actions)	Who Will Oversee The Initiatives (The Role of Partners)
9.	Improved productivity and performance in the Tobago's fishing and seafood industry	9.1: Develop a Strategic Action Plan for the fishing and seafood industry 9.2: Establish Fish Stock Inventory and Management System for fish catch data 9.3: Establish a training centre for fisherfolk 9.4: Upgrade Fishing Industry Infrastructure 9.5: Improve capacity within the Division of Agriculture, Marine Affairs, Marketing and Environment	Division of Agriculture, Marine Affairs, Marketing and the Environment
Entrepreneurship:			
10.	The reduction of risk aversion among Tobagonians and increases confidence about the long term prospects of entrepreneurship	10.1: Raise awareness and increase knowledge among Tobagonians of the benefits of business ownership 10.2: Promote innovation and creativity among Tobagonians and make the link between innovation and entrepreneurship	Division of Finance and Enterprise Development

What Results Can Be Expected (The Outcomes)		What Will Have To Be Done To Create the Results Envisaged (Initiatives/Actions)	Who Will Oversee The Initiatives (The Role of Partners)
11.	Adequate financial and technical support to spawn start-ups.	11.1: Support entrepreneurial activity among women for the development of MSMEs 11.2 Target and support youth in business initiatives 11.3: Create an Enabling Environment for Business Development 11.4: Establish Tobago Business Incubator 11.5: Establish a business mentoring programme 11.6: Expand the established business development funds 11.7: Improve collaboration among Tobago credit providers to develop ways of increasing entrepreneurship among Tobagonians. 11.8: Develop areas of excellence and production clusters 11.9: Develop the town centre of Scarborough	Division of Agriculture, Marine Affairs, Marketing and the Environment
12.	Improved coordination among support agencies	12.1: Establish the Tobago Business Group	Division of Agriculture, Marine Affairs, Marketing and the Environment

Human Capital Development

6 No Brain Left to Waste

6-1 Vision

"Development of Tobago's people in Tobago and for Tobago, such that they can be in charge of their own development, with the skills, knowledge, and entrepreneurship necessary for their being able to plan, implement, administer over, and control their economic and social space."

6.2 Rationale

A Clean, Green, Safe and Serene Tobago requires a workforce with ***specialised knowledge,*** training and skills and a commitment to Island development. ***Problem solving minds*** fortified ***with multiple skills*** and knowledge are the *sine qua non* for the island's transformation.

6.3 Goal

To increase human capital capacity in Tobago in keeping with its development strategies by creating an environment in which there is a thirst for knowledge, in a system that institutionalises measures that propel the vast majority of adults ***to upgrade their skil***ls and those engaged in formal education to maximize the benefits of the available facilities.

6.4 Key Outcomes

1. Public sector capacity and capability increased to meet THA changing requirements.
2. Labour force developed to respond to the changing needs of a diversified, performance driven, and self-reliant Tobago.
3. Quality of early childhood, primary and secondary levels of education improved to reflect the holistic development of the child.
4. The effectiveness and performance of the education sector in Tobago enhanced with better planning.
5. Communities transformed into centres of learning with emphasis on the development of people within their space.



6.5 Objectives

Proportion of children scoring 30 per cent and below in Mathematics, Language and Creative Writing at the Secondary Entrance Examination (SEA) reduced by 75 percent;

Increase in the throughput of students in the secondary system securing five or more passes to 60 percent by 2017;

Proportion of students passing Mathematics, English, Chemistry, Physics, Biology and Integrated Sciences and ICT doubled;

Doubling of the proportion of students pursuing courses in the Sciences and ICTs by 2017;

All community centres equipped with ICT technology for distance education by 2014; and

Productivity in all sectors, including the Public Sector, significantly increased.

Box 6 -1

Key Challenges to Human Capital Development

1. Recruiting and finding creative ways to fill the gap in secondary school education due to the inadequate numbers of mathematics and science teachers and trained laboratory technicians and assistants in Tobago
2. Addressing a lack of proper career guidance at secondary level and a mismatch between qualifications and the desired career outcomes
3. Reversing the brain drain of Tobago and enlisting a commitment to and inculcating values that will motivate young graduates to stay in Tobago to contribute their best to its development.
4. Achieving buy-in for the concept of lifelong learning and upgrading a large proportion of Tobago labour force with higher level education and training in the shortest possible time to meet the needs of Tobago's changing economy
5. Increasing computer literacy and access to computers for all
6. Putting in place ICT infrastructure and systems to support distance education and self-education
7. Addressing the issues with coordination – financing, planning and implementation in the education sector
8. Preparing the human capital to meet needs of a responsive, efficiently run and transparent THA

6-6 Initiatives/Actions

Outcome 1: Public sector capacity and capability increased to meet Tobago House of Assembly changing requirements

1.1: Develop and implement Comprehensive Human Resource Development Programme and Action Plan in accordance with the requirements of the CEDP 2.0

The quality of human resources is critical to the sustainable development of Tobago. In keeping with Tobago's development priorities outlined in the CEDP 2.0, THA, in collaboration with its development partners, will conduct a human resource needs assessment of the THA and other public sector agencies operating in Tobago, and develop a human resource development (HRD) programme and action plan to implement proposed actions to meet its short, medium and long term objectives. The main aim of the programme will be develop human capacities in Tobago's public sector to convert proposed initiatives under the CEDP 2.0 into results. The knowledge, know-how and skills, networks and attitudes of public sector personnel will be at centre stage to improve the performance of the public sector and to realise the desired results anticipated in the implementation of the CEDP. Building the professionalization of Tobago's public sector and putting

in place a sector that is client-focussed and performance driven and promotes excellence and integrity is a major priority under the CEDP 2.0.

In keeping with the proposed HRD programme major gaps will be filled. Developing a Human Resource (HR) database of all persons employed in the public sector in Tobago that can be updated continuously is a critical activity in support of effective human resource management. The programme will also focus on 1) the development and standardisation of practices across the THA to improve performance and ease of data-sharing; 2) stimulating a yearning for learning and continuous self-upgrading and for applying acquired knowledge in problem solving in public administration; 3) strengthening systems and processes for job handovers and succession planning; 4) proposals for training and professional development of public sector employees; and, 5) establishment of mechanisms for Information sharing, e.g. public service employee self-service portal which provides information on public services in Tobago.

The Programme will include also a mechanism for regular monitoring, evaluation and revision.

1.2: Develop and implement short term training programmes for public sector personnel directly involved in the CEDP 2.0 initiatives

The demands of CEDP 2.0 require special orientation among key players critical to its implementation. A special programme of training should be mounted for senior THA personnel who will be targeted in the first instance, having regard to their role as top decision-makers and planners in Tobago, and the role of their departments as regulatory and frontline implementing agencies. NGOs with a long standing and/or vital presence in Tobago will also be invited to participate in the initial training and workshop sessions that will introduce the Tobago Clean, Green, Safe and Serene concept and programmes and initiatives of the CEDP 2.0 and define and gain consensus of their role under the Plan.

In addition, a mandatory orientation programme for new or returning THA employees will be established to prepare them for THA's new dispensation and world of work.

1.3: Rationalise and standardise contract worker's remuneration packages within the Tobago House of Assembly

To attract and keep workers in Tobago, and to reduce the brain drain from Tobago, specific incentives will be offered for job positions where there have been shortages historically, and for high demand areas.

The Office of the Chief Secretary, Human Resource Management Department will review positions where a special allowance applies and the conditions for its application on an annual basis.

This initiative will include also the Department to review and rationalise the salaries of contract workers across the THA to ensure consistency and equitable treatment.

1.4: Strengthen the capacity for monitoring and updating of the Human Resource Development Programme

The institutional capacity will be developed to monitor effectively the implementation of the HRD programme, both in terms of building human resources (recruitment and skills training), and equipment for monitoring and evaluation of the HRD programme.

Outcome 2: Labour force developed in response to the changing needs of a diversified, performance driven, and self-reliant Tobago

2.1: Establish the Tobago Labour Market Planning Initiative

A small island economy undergoing structural change is likely to be faced with major problems of shortages and excess supply of skilled and professional level personnel: demand and supply regularly overshoot one another from one time period to another. The Planning and Research Unit in the Office of the Chief Secretary will coordinate the Labour Market Planning Initiative with the Manpower Unit of the Division of Settlements and Labour, E-IDCOT and private sector representatives from the Chamber of Commerce and the Tourism Association in addressing the human resources needs of the economy to reduce the cyclical shortage and excess. Its immediate initiatives would involve:

1. The conduct of a needs assessment for firms engaged in various industries being established on the Cove Eco-Industrial and Business Park specifically and in the rest of Tobago, as a result of the industrial thrust;
2. The development of strategies to secure exposure and training for Tobagonians in particular areas, including through attachments outside of Tobago;
3. The development of plans with biennial evaluation and the institutionalisation of annual reports on progress in training programmes; and
4. Establishment of the Tobago Labour Market Information System (LMIS).

2.2: Restructure workfare programmes in Tobago to support further development of workers

The THA operates a number of workfare programmes which will be restructured to reflect the core values for Tobago's development (of self-reliance/self-motivating) and initiatives will be taken to promote graduation out of workfare programmes. Preparation for running micro and small businesses will be offered, and new training programmes will be offered in a range of areas aimed at self-development and discovery including motivational training, literacy, skills development and business development training. Counselling and career guidance services will also be provided.

The impact of these initiatives will be assessed through baseline and tracer studies of beneficiaries to establish their capability in graduating out of reliance on such workfare programmes.

2.3: Establish Tobago Productivity Council and seek Tobago's representation on the national body

The fact that THA cannot avoid being a dominant employer in the economy in the early stages of the development of the island creates the risk that substantial numbers of workers and personnel will operate with norms of production that are not driven by dictates of the market place. This is not conducive to the development of a high productivity orientation and the development of an internationally competitive work-force as work norms elsewhere in the economy gravitate to this lower common denominator. The Tobago Productivity Council will address the challenge of raising productivity against the backdrop of these negative factors until the state's role in employment creation is significantly reduced with the growth and expansion of new and existing sectors in the economy of Tobago.

Outcome 3: Quality of early childhood, primary and secondary levels of education improved to reflect the holistic development of the child

CEDP 2.0 is premised on the right of every individual to self-actualisation and to the achievement of their fullest potential. The strength of Tobago's economy and society depends on the quality of education provided to its children. The education system of Tobago will be guided by a holistic concept based on the total development of the child, taking account of innate abilities, moral and social values, social cohesion and the world of work.

The special needs of children and students with disabilities will be addressed. Given that about ten percent of any human population is likely to be differently-abled, resources will be allocated to ensure that the needs of this group are adequately addressed, irrespective of the type of school – private, public or NGO – through which they are served.

3.1: Revise the school curr icula

The Curricula of primary and secondary school education systems will be revised based on the recent consultation process. However, Tobago's education system and the delivery of educational services on the Island must reflect its uniqueness and the needs of its economy within the context of a wider Trinidad and Tobago. The school curricula will be so designed and taught to ensure full participation of male and female students and strong sense of responsibility for their own learning and progress. Also, physical education has to be an important component of the programme. A special programme has to be designed at the secondary level for students who show great promise in a sports discipline to allow them to reach achieve their full potential without compromise to their other educational objectives. Such students will need special support.

3.2: Integrate information and communication technology into the school education delivery systems (Make all schools ICT - and Internet -ready)

The Plan supports the provision of internet to all schools and the necessary support service to rapidly address technical challenges that may arise. It will also be important at this conjuncture for primary curriculum to include orientation into IT and utilise technology driven teaching aids to promote effective delivery of curriculum. Similarly a project will be established in secondary schools to ensure that all students complete a basic IT skills programme by end of first year in secondary school.

Most importantly, the initiatives with technology have to be supported by the complementary upgrade of the superstructure, with teachers prepared and equipped to utilise the technology to advance teaching and learning in the school system. The Department of Education will need to put a plan in place to improve the capacity of the teaching staff in the use of the technology.

3.3: Implement creative ways of attracting and keeping the best teachers

The Department of Education will develop initiatives to attract and retain the best teachers in Tobago schools by expanding support to principals and teachers, training of career educators on rotating basis, and developing a system for recognising and rewarding teacher effectiveness and excellence.

Attracting adequate numbers of science and mathematics teachers is a major challenge at the national level. The Department of Education will work with sector stakeholders to address this problem effectively.

3.4: Adequately prepare young people for career paths requiring higher education and constant upgr ading of knowledge for the world of work

The role of knowledge in the creation of a labour force that is competitive and adaptable in the light of rapid technological and system changes is now well established. Each head is part of the competitive infrastructure of the Island in a world made 'flat' by the access to knowledge of all those prepared to avail themselves of it. The task for the THA is through the Division of Education, Youth Affairs and Sport and other agencies, to inculcate a strong commitment to life-long learning, which can now be achieved through knowledge management and information technology.

The Department of Education and Department of Community Development will partner with civil society organisations and the private sector in establishing initiatives that will help to guide children and youths of Tobago along higher education and career paths that will allow them to achieve their highest potential. These initiatives will target children in their schools and communities.

3.5: Promote and facilitate innovation and creativity from an early age

Innovation needs a population that is stimulated from an early age and flourishes in an environment where children are free and are encouraged to express their ideas and ingenuity. The Department of Education will work with educators and other stakeholders to make the teaching of mathematics and science education an interactive and interesting exercise. Collaboration between the business community, the Department of Education, educators and other stakeholders will be promoted to create the activities to stimulate their creativity and ideas.

3.6: Universalise early childhood education

The foundation for Tobago starts with early childhood education. Over the period of CEDP 2.0, this will be universalised with a programme of quality that would apply across the public and private delivery systems. By 2015, all children of that age cohort will be engaged in such a programme. This will involve the provision of facilities, standardisation of facilities and teaching methods, training and certification of early childhood educators, and improved monitoring of facilities.

Outcome 4: The effectiveness and performance of the education sector in Tobago enhanced with better planning

4.1: Improve school performance thro ugh greater accountability and performance management

A baseline study of quality of education in Tobago will be conducted at all levels, from early childhood care, to the primary and secondary school levels. One of the outputs of this exercise will be a report which provides information about students' performance, the factors that affect their performance and practical solutions to address concerns, and recommendations will be made for the improvement of schools of Tobago. Another will be the preparation of a School Performance Improvement Handbook which provides a practical guide for supervisors, principals and teachers for schools to improve their performance including how to prepare 'school performance improvement plans.'

4.2: Establish a comprehensiv e school performance accountability framework for Tobago

Performance at the primary and secondary level will be enhanced so as to close the gap between the performance of girls and boys and to raise the overall performance of both to levels comparable to that of their international counterparts. A school performance assessment system is already in place for primary and secondary schools and minimum performance level established. However, Tobago will go

one step further in establishing a comprehensive school performance accountability framework geared at improving individual school performance in collaboration with parents and local communities.

Each school will be required to prepare an action plan annually and undertake measures for improving their school's performance and to raise student achievement levels. Persistently poor performing schools will be targeted and priority given to their transformation. A system for recognising annual results and excellence in school performance will be introduced.

4.3: Align the Scholarship Programme with the business development and labour market planning initiatives

The THA Scholarship Programme will continue as a key support for Tobago's human capacity development. The programme will build on its success by streamlining the offering of scholarships in keeping with the manpower and business development needs of Tobago. Therefore, during this implementation cycle, the scholarship programme will be aligned to labour market planning initiatives. The BDU and Department of Education and others will focus on initiatives in support of innovation and entrepreneurial development.

There will also be greater accountability of scholarship funds by the annual publishing of information about the operation of the fund. A tracer study will be conducted of past and present recipients and the results used to further streamline and improve its operation.

4.4: Strengthen collaboration and cooperation among tertiary education agencies and establish strong links among The University of the West Indies, the University of Trinidad and Tobago, College of Science, Technology and Applied Arts of Trinidad and Tobago and other tertiary education providers in Tobago

The Department of Education in collaboration with the Planning and Research Unit of the Office of the Chief Secretary will coordinate the approach of the THA to ensure that there is coherence among the various programmes on offer to the people of Tobago, thus avoiding overlaps, and gaps in resource allocation, and in provision.

Outcome 5: Communities transformed into centres of learning with emphasis on the development of people within their space

5.1: Establish community e-learning initiatives

The Division of Community Development and Culture will ensure that the Community Centres can serve as learning resource centres, providing access to the adult population through Distance Education and free on line courses that are now available in the midst of a radical revolution in the delivery of education worldwide.

The Division will collaborate with the Division of Education, Youth Affairs and Sport, and TITL in respect of the qualitative component of this initiative, with TITL being particularly concerned to ensure accessibility of the appropriate hardware and software universally across the Island. The Community Centres, in addition to being the focal point for adults who otherwise, would not have access to computers or to the internet, will also be utilised as homework centres for primary and secondary students who may need to use these locations for their research.

The three institutions – Divisions of Education and of Community Development, and TITL – will collaborate with the Manpower and Labour Relations Unit in initiatives directed at the private sector to

encourage workforce upgrading and testing and certification of workers. A major demonstration effect in worker upgrading will secure their working together to afford employees in such programmes as Community-Based Environmental Protection and Enhancement Programme Tobago (CEPEP), Litter Eradication Programme and Unemployment Relief Programme (URP) the opportunity to upgrade themselves such that they can graduate out of these state sponsored Special Employment Programmes (SEPs).

Together, they will need to become involved in the marketing of education and training for life-long education and in inculcating a sense among the adult population that not to be involved in self-upgrading is to be irresponsible to oneself and one's loved ones. The marketing initiatives have to take varied forms and while the message has to be consistent, it must take lessons of effective marketing as displayed in the private sector. The marketing strategy should be accompanied by public education which provides Tobagonians with information on the efficacy of human capital investment in arriving at international competitiveness of the island.

5.2: Promote lifelong learning and productivity at the community level

Making Tobago's communities the hub of their educational attainment will require a shift in the way Tobago residents from all walks of life view education, training and the pursuit of self-development. It is the responsibility of each individual to aspire to self-advancement. The envisaged initiatives, which will target communities and schools, are meant therefore to inculcate the commitment to lifelong education, training and self-upgrading, and the acquisition of knowledge through marketing and awareness programmes.

6-7 Summary

The international competitiveness of Tobago is determined in large measure by what obtains in its school system, and now more recently, by the extent of the commitment of the labour force to engage in self-education and upgrading in competition with the labour force in other countries. In that latter regard, the THA has to promote a high level of commitment among the adult population to education and training given the relatively lower base of education in the labour force as a result of problems of quality of the educational system in earlier years. The closing of the gap between Tobago and Trinidad, and with other countries with which it would like to be compared will require substantial involvement in large numbers among the adult population, in upgrading through education and training.

In addition, there are a host of rights issues relating to education. Tobago will measure up to the requirements of providing education to persons with disabilities, and ensure universal access to early childhood education throughout the Island, continuing education of adolescent mothers, and compensatory programmes for those who have been hard done by earlier experience in the system, leading to their being not fully literate.

Table 6.1 provides a summary of key outcomes, initiatives and agencies under Human Capital Development Strategic Priority Area.

Table 6.1: Summary of the desired outcomes and initiatives to be undertaken under the Human Capital Development Strategic Priority Area.

What Results Can We Expect (The Outcomes)	What Tobago Will Do To Make It Happen (Initiatives/Actions)	Who Will Oversee The Initiatives (The Role of Partners)
1. Public sector capacity and capability increased to meet THA changing requirements	1.1: Develop and Implement Comprehensive HRD Programme and Action Plan in accordance with the requirements of the CEDP 2.0 1.2: Develop and implement short term training programmes for public sector personnel directly involved in CEDP 2.0 initiatives 1.3: Rationalise and standardise contract workers remuneration packages within the THA 1.4: Strengthen the capacity for monitoring and updating of the HRD Programme	Office of the Chief Secretary
2. Labour force developed in response to the changing needs of a diversified, performance driven, and self-reliant Tobago	2.1: Establish the Tobago Labour Market Planning Initiative 2.2: Restructure workfare programmes in Tobago to support further development of workers 2.3: Establish Tobago Productivity Council and seek Tobago's representation on the national body	Division of Education, Youth Affairs and Sport
3. Quality of early childhood, primary and secondary levels of education improved to reflect the holistic development of the child	3.1: Revise the school curricula 3.2: Integrate IT into the school education delivery systems (Make all schools ICT- and Internet-ready) 3.3: Implement creative ways of attracting and keeping the best teachers 3.4: Adequately prepare young people for career paths requiring higher education and constant upgrading of knowledge for the world of work 3.5: Promote and facilitate innovation and creativity from an early age 3.6: Universalise early childhood education	Division of Education, Youth Affairs and Sport
What Results Can We Expect (The	What Tobago Will Do To Make It	Who Will Oversee The

Outcomes)		Happen (Initiatives/Actions)	Initiatives (The Role of Partners)
4.	The effectiveness and performance of the education sector in Tobago enhanced with better planning	4.1: Improve school performance through greater accountability and performance management 4.2: Establish a comprehensive school performance accountability framework for Tobago 4.3: Align the Scholarship Programme with the business development and labour market planning initiatives 4.4: Strengthen collaboration and cooperation among tertiary education agencies and establish strong links among UTT, UWI, COSTAATT and other tertiary education providers in Tobago	Division of Education, Youth Affairs and Sport
5.	Communities transformed into centres of learning with emphasis on the development of people within their space	5.1: Establish Community E-learning Initiatives 5.2: Promote lifelong learning and productivity at the community level	Division of Community Development and Culture

Social Development and Resilience

7 Empowered People Powering Progress

7-1 Vision

"A system of social services delivery guaranteeing to Tobagonians freedom from poverty anda high quality of life manifested in healthy people, in decent housing, and in socially integrated communities, and with the needs of the vulnerable, equitably and efficiently addressed."

7.2 Rationale

The society needs a framework for social development which is empowering of its members allowing them to achieve their fullest potential and capacity for self-actualisation, encourages them to be responsible in maintaining good health, secures good standards in housing accommodation, promotes social integration and provides protection to those who face temporary or longer lasting vulnerability or risks. A society undergoing rapid social change will experience stresses that manifest at the household and community levels, with impacts eventually at the level of the island. Social Development has to treat with the range of variables.

7.3 Goal

To improve the quality of life of residents in Tobago by providing access to high quality health and social services, led by a cadre of trained personnel, in an enabling environment that routinely measures performance and requires accountability among service providers, and ensures that all members of society are empowered to function to the best of their ability, and the vulnerable receive protection consistent with their needs.



7.4 Key Outcomes

1. ***Expansion in health services*** to meet needs of the Tobago population.
2. ***Improved social protection*** to the poor and vulnerable to reduce social risks of any type in Tobago.
3. ***Reduction in number of youth falling victim*** to drug abuse and social deviance.
4. ***Increased protection for children, women*** and other family members from domestic violence and abuse.
5. ***Improvement in delivery of services to communities.***
6. ***Increased safe and affordable housing*** that cater to the needs of ***low and middle income households***.
7. ***Successful cultural assimilation*** of new entrants into Tobago society.



7.5 Objectives

All residents of Tobago afforded at least one annual screening/health visit to a primary health care facility;

All poor and vulnerable persons reached through effective targeting by the Department of Social Services, and basic provision assured commensurate with needs;

New cases of life style or chronic diseases reduced by 25 percent by 2017, and new cases of HIV/AIDS decreased by 75 percent;

Elimination of domestic violence and abuse of children;

Reduction by 50 percent in number of youth running afoul of the law;

Percentage of population in measureable poverty cut by one half;

Graduation out of the programmes of transfers, by those beneficiaries who can be empowered to become self-reliant in the short to medium term, through the adoption of conditional transfer arrangements;

All secondary health care services available in Tobago: no Tobagonian needing to leave Tobago to access basic secondary health care services by 2017;

Many tertiary health care services available in Tobago by 2017;

Number of single female and single parents out of work reduced to zero; and

All persons with disabilities and requiring special services on roster of persons served by Department of Social Services and other agencies.

Box 7 -1

Key C hallenges to Social Development and Resilience

1. Providing secondary and tertiary care services to Tobagonians in Tobago
2. Expanding and sustaining wellness programmes directed at all age cohorts
3. Ensuring that persons with disabilities are adequately and equitably served by the health and social delivery system
4. Institutionalising system of case load management and documentation on clients of the social delivery system
5. Institutionalising health audit with documentary or survey information
6. Reducing incidence of lifestyle diseases, including among children
7. Achieving a drastic reduction in the number of new infections of HIV/AIDS
8. Expanding the provision of housing in keeping with needs of the population, and regularising squatting
9. Improving targeting of the delivery of social services
10. Reducing the incidence of measured poverty
11. Addressing needs of youth-at-risk and reducing spread of drug abuse
12. Addressing assimilation of new entrants into the Tobago social and cultural space
13. Ensuring adequate training among staff engaged in social services delivery.

7-6 Initiatives/Actions

Outcome 1: Expansion in health services to meet needs of the Tobago population

In the course of CEDP 2006-2010, there was an expansion in primary and secondary care facilities. There have been the building and upgrade of health centres, some with ultra-modern facilities. The Scarborough Hospital has been completed and can provide a full range of secondary and some tertiary health care services. Over the period of CEDP 2.0, there will be advances in the provision of selective priority tertiary health services, with due regard to what can be offered in Tobago as against a more centralised service in Trinidad.

The promotion of health and wellness and the inculcation of a sense of personal responsibility for one's health are key issues to be addressed and need to be supported with an efficient and effective primary care system. The physical infrastructure has been brought up to par. It is necessary for the population to avail themselves fully of the services, to protect themselves from silent killers in the form of life-style and chronic diseases, and to adopt practices that eliminate the spread of HIV/AIDS.

1.1: Market healthy lifestyles and wellness among the Tobago population

The marketing of health through the public media, and through the services of the user-friendly health centres, will be an important complement to the provision of physical facilities. The marketing of health and wellness will borrow liberally from the model of marketing that is used by the private sector in targeting consumer markets.

Wellness programmes will be expanded and maintained, with NGOs and the Department of Health providing leadership in universalising access to programmes at the community level, or through the Health Centres.

The marketing of health will be a component of the annual budget of the Department of Health and Social Services, and there will be counselling in health centres on appropriate exercise regimes that might be pursued by clients. With the emphasis placed on wellness and with the upgrade of the physical facilities in health centres and in the new hospital, the number of Tobagonians requiring secondary and tertiary health care in Trinidad and abroad will be drastically reduced.

1.2: Develop community facilities (e.g. community centres, sports and recreation grounds , etc.) and physical activity and recreational programmes established for all age groups

Community centres and recreation grounds in communities will form part of the infrastructure available for physical activity for all age cohorts, including mature and senior citizens. This means cooperation will be forged between the Division of Health and Social Services on the one hand, and the Divisions responsible for community centres – the Division of Community Development and Culture – and recreation grounds – the Division of Education, Youth Affairs and Sport - in addressing the wellness needs of the population at the community level.

1.3 : Promote behaviour al change to safe sexual practices

The promotion of safe sexual practices will lead to behaviour change and to the reduction in the incidence of HIV/AIDS, Human Papilloma Virus (HPV) and other sexually transmitted diseases. Condoms will be available for distribution in health centres and in other public locations, such that access is universal while allowing privacy in access. Moreover, the public discussion of issues relating to HIV/AIDS would reduce the stigmatisation that has been a challenge in the treatment of persons with HIV/AIDS,

and consequently, in the control of its spread. Close coordination will be developed among all the agencies involved in the delivery of services to affected persons and in the provision of information to the public.

1.4 : Address the needs of persons with disabilities

The health needs of persons with disabilities will receive special focus from the Division of Health and Social Services. The Division of Health and Social Services will collaborate closely with the Division of Education, Youth Affairs and Sport, to ensure coordination in the delivery of services to persons with disabilities. Collaboration with NGOs and CBOs that provide services to such persons will ensure that there is an avoidance of duplication, at the same time as universal reach is ensured to avoid situations where children with disabilities are kept out of public sight and suffer neglect. The Division will ensure that within its employ are personnel trained in treating with the needs of the disabilities. Moreover, the Division will work closely and, where necessary, support through subventions and provision of training, NGOs and CBOs that commit to working with persons with disabilities.

1.5 : Adopt an integrated approach to social services delivery in Tobago (by improving the referral system, service coordination, cooperation, collaboration and informatio n sharing)

Health challenges and vulnerability are seldom the only difficulties that afflict individuals when they manifest. Society has in place some institutional arrangements to treat with some of these. Thus, full-time employees who fall ill for substantial periods have available to them health benefits under the National Insurance programme.

Not all vulnerabilities are routinely taken care of in health and social services. There is the Programme for Adolescent Mothers which treats with girls who become pregnant and need support in managing their condition, and in continuing their education. There are many more adolescents who become pregnant than are catered to by PAM.

However, there does not exist the practice of the routine referral of such cases to PAM, even though the Department of Health which should have hospitalisation records is in the same Division as the Department of Social Services in which PAM is located. The net result is that there are adolescent mothers who are not served by PAM, with potentially negative implications for the girls and their babies. The Tobago Regional Health Authority (TRHA) and PAM will collaborate to ensure that the latter is kept updated on the adolescent pregnancies and deliveries, in the event that its services are required.

Another case is that of children with disabilities who may attend regular schools but need to have certain services available to them at their schools. In such a case the Divisions responsible for Health and for Education will ensure that there is the sharing of data, allowing them to coordinate their support in an area of needs that involves both of their jurisdictions.

These examples demonstrate the need for the sharing of data within Divisions, and between and among Divisions. In the course of CEDP 2.0, collaboration and coordination and the sharing of information will be addressed as a matter of urgency in areas of cross-cutting responsibilities.

1.6: Establish Tobago as a Medical Tourism Destination[13]

The main tradable sector of Tobago is tourism currently. The attractiveness of a destination includes the quality of health care that is available to the visitor in the event that there is a health emergency during a visit. Moreover, the market that it currently caters to consists largely of mature and elderly visitors. People with chronic conditions in source market countries do take holidays abroad.

The availability of dialysis treatment will allow visitors needing such services to holiday in Tobago. To establish itself as an appropriate destination, the island has to ensure that its health services are up to par. In this regard, health services are part of the tourism services of Tobago even though it is not formally engaged in health tourism. The TRHA and the Division of Health and Social Services will work together with the Division of Tourism and Transportation, in ensuring provision of selected services to fee-paying visitors to Tobago.

Outcome 2: Improved social protection to the poor and vulnerable to reduce social risks of any type in Tobago

2.1: Routinely identify and monitor the living conditions of the poor and vulnerable in Tobago

Social and economic processes in society seldom escape creating conditions in which some members of society succumb to certain social risks or find themselves in vulnerable situations from which they cannot extricate themselves on their own. The abused child, the adolescent mother, the victim of domestic violence, the single mother of one or more children abandoned by the father or fathers, the dependents of breadwinners who are incarcerated, or who suffer long term unemployment and children orphaned through the loss of parents to HIV/AIDS or tragic accident are some of the cases in point.

The social services need to be adaptable enough to treat with such situations, however disparate might be the risk and source of social disability of the vulnerable. The Division will monitor such at-risk groups and determine the nature of interventions that may be required from time to time.

The system of transfers and support provided by the Department of Social Services has to be adequate to the requirements of the case. The national system of transfers – public assistance, old age pension etc. – may not deliver the same level of protection to the vulnerable living in Tobago. The Division of Health and Social Services has to provision for this reality, including, for example, the higher cost of living for many essential goods in Tobago. Close attention will be paid to the impact of prices generally on the material conditions of persons on such transfers as public assistance and old age pensions, to establish their adequacy in real time, and with a view to their adjustment, benefits are eroded by conditions over which beneficiaries have no control.

2.2: Restructure and fully establish the emergency social assistance system in Tobago

The Division will take account of the fact that many who may need emergency support can be empowered to become self-reliant in due course. While there are persons who may fall into the category of permanent need, there are those who can be prepared to graduate from programmes of transfers.

[13] Medical tourism (also called medical travel, health tourism or global healthcare) refers to the rapidly-growing trend of people travelling outside their home country borders to seek health care in order to take advantage of lower prices with greater accessibility to treatment and/or better facilities, while the same time they are able to enjoy the attractions and other tourism-related activities of the destination.

2.3: Restructure wor kfare programmes (like CEPEP, Litter Eradication Programme, URP and others) to include training and graduation components

The recently reorganised CEPEP Programme is one such example. The beneficiaries will be trained and their education upgraded, thereby affording them the possibility of securing higher incomes from newly acquired skills and training, as they exit from the programme.

2.4: Strengthen case load management system adopted by Department of Social Services to improve social welfare services provisioning and for better targeting of clients

Another important strategy has been the institutionalisation of case load management, which allows for greater efficiency in the delivery system. On the one hand, there is the basis for performance-based management in so far as the officers involved in the provision of services can be monitored on their productivity.

The Department of Social Services will adhere closely to the practice of case load management in the provision of services to all clients. Moreover, all records will be computerised, and the paper based system of record keeping will be discontinued. This will allow for better monitoring of beneficiaries and permits the identification of cases of double-dipping when the more venal seek to exploit any opportunity to secure benefits to which they might not be entitled. Improved targeting allows for greater reach in the programmes, and avoids situations where deserving cases are excluded, while others secure benefits although less deserving or in need of them. The data and information generated in case load management will underpin performance monitoring of service providers employed in the Department of Social Services.

Outcome 3: Reduction in number of youth falling victim to drug abuse and social deviance

3.1: Develop and maintain youth programmes that facilitate their active participation in engage them in uplifting and empowering endeavours

While there are standard ongoing youth programmes, there will be new initiatives periodically that fire their imagination, creativity and energy, and which will uplift and encourage them to new and more attractive vistas on individual and collective possibilities.

3.2: Design and implement programme s in schools and communities on the dangers of drug use and ad diction

The fight against drug abuse has to take different forms at different times, but must market the same information on its dangers. This initiative will involve public education programmes in the school system, in communities and among youth groups as well as marketing initiatives designed to touch their sensitivity to the enormity of the impact of drugs on personal, family and community life.

3.3: Provide support services for drug addiction treatment

Addiction is a complex but treatable disease that must be addressed during this implementation period. The Department of Social Services and other partners will be resourced to provide counselling and other behavioural therapy services to drug-addicted individuals and will offer a range of support services that attend to their multiple needs (medical, psychological, social, vocational, and legal). This multiple pronged approach is meant to increase rate of success and prevent relapse. This initiative will be supported by the establishment of drug rehabilitation facility in Tobago (see SPA: Enhanced Safety and Security Outcome 2).

Outcome 4: Increased protection for children, women and other family members from domestic violence and abuse

Output 4.1: Strengthen support systems for protecting children, women and families

The issue of violence against women and children are a pressing one which must be addressed urgently. A lot of work has been done to rid society of these ills, and more will be done over the next five years. Mindful that women and children are often the direct victims, the disruption and long-lasting consequences on family and community life and in other spheres makes it imperative that measures are put in place to eliminate such insidious practices. While some focus is placed on addressing the issue in SPA 7: Enhanced Safety and Security, here emphasis is placed here on strengthening family life and on the implementation of preventive measures to address risk factors. Apart from programmes already established, the following will be implemented:

1. Promote mutual respect in family and community relations by mounting social marketing programmes geared improving family relationships and encouraging good family and community values.

2. Strengthen the detection of at risk children in schools and in communities by training teachers and principals to identify and providing the necessary follow-up support to effectively address the problem and to prevent behavioural, emotional and developmental problems in children.

3. Establish homework centres and motivational support and counselling services in communities as part of the initiative to make the community a centre of learning.

4. Improve quality and effectiveness of parenting support services, by offering positive parenting and family skills programmes to young parents and families at risk. Such services will assist parents in Tobago to develop safe, nurturing and positive environments for their families, and allows them use effective strategies that facilitate children's development and for addressing their behavioural problems and developmental issues.

5. Strengthen counselling system in schools and for families. This is to improve the chances of children succeeding at school and overcome personal and interpersonal problems.

6. Strengthen sports and creative arts programmes at all levels of the education system (from early childhood to tertiary levels) and in communities to encourage the holistic development of Tobagonians.

7. Enhance prevention by establishing mentoring programmes for youths and children with responsible adults who will help inspire, nurture and provide positive guidance and support.

8. Strengthen services to women and children experiencing violence by strengthening points of first contacts (schools and counselling services, community agents) and supporting the traditional and other services to identify and respond to needs.

9. Provide a safe house for women and children facing situations of abuse.

10. Employ measures that policing and justice response to cases of domestic violence and child abuse are more effective (linked to SPA 7: Enhanced Safety and Security Outcome 3).

11. Strengthening collaboration among public sector agencies and civil society organisations to improve detection and support to families at risk. This also calls for the establishment of seamless collaborative programmes that address domestic violence and child abuse cases.

Outcome 5: Improvement in delivery of services to communities (linked to SPA 4: Human Capital Development Outcome 5)

5.1: Establish active involvement of community in a range of activities at the community level - Community E -learning Initiatives, Cultural Expression, including Art and Craft, Sport and Recreation, and Health and Wellness Programmes

Over the period of CEDP 2006-2010, there was substantial expansion in community facilities. There are few settled communities that do not have access to a community centre. These have been largely financed and equipped by the THA. In addition to community centres, there has been a complementary investment in sports fields, many of them well lit, affording communities, recreation and sporting activity into the late evening and night.

Their long-standing role in fostering community integration is well established: even though the intervention of the THA might have had the effect of reducing the role of self-help in the building and equipping of community centres, many of these centres are well patronised by the communities in which they are located and are the focal point for the harvests that are held in the various villages of the island.

In some communities, these are now used as homework centres as well for students in communities. Some of the returning young university graduates can be engaged in the provision of support to communities in achieving the new literacy of the 21st century – i.e. computer literacy and through it, access to the font of knowledge available at the click of the mouse - in a way similar to how large groups of people in some countries achieved literacy by way of alphabetisation programmes in the mid 20th century.

It is impossible to predict how and where "break-throughs" in knowledge will occur, in a world that is 'flat' where access the world-wide information gives all the similar and equal possibilities. TITL will be a key agency in creating that environment in which young Tobagonians will pit their creative skills and knowledge against the rest of the world, collectively and individually, through the internet.

The infrastructure is now well positioned to deliver another service to the community in a veritable revolution in bringing the vast majority who might have had, at best, some limited exposure to secondary education, to the level where they are on equal footing with their counterparts in such countries as South Korea in being able to operate on the current frontiers of knowledge.

TITL will collaborate with the Division of Community Development and Culture in ensuring that with internet access and with computers installed, not only students, but also many adults can engage in lifelong education, in self-upgrading and self-education, and generally, in raising their educational background. Indeed, the promotion of life-long education in a community in which the penetration rate for private internet access is still low will have to rely on the community infrastructure that has been put in place by the THA, and now to be enhanced in collaboration with TITL. The institutionalisation of this relationship will universalise access of support for self-education to all irrespective of means.

Another area in which these community facilities can contribute immensely is in the field of culture. The Department of Culture has been successful in mounting a thrust in the a range of areas in which there

has been an outpouring of the creative talents of Tobagonians – music, dance, song, art and craft are some of the outward visible signs of this creative endeavour. Moreover, this is the source for copyright material that can contribute to the distinctiveness of the Tobago tourism product, in addition to its being a vent for a people seeking to self-actualise in their own cultural space and to achieve their highest essence. The Division of Community Development and Culture will ensure that the facilities of the community centres will be made accessible for this endeavour.

The sport fields that are located also in relatively close proximity to most villages or communities in Tobago have already created an impact with many young Tobagonians becoming national figures as representatives of the country in international events. With less than 10 percent of the population, Tobago secures a representation of much more than this in international sports competition like track and field in the Olympics and Soccer at the highest professional level. Well maintained fields and the presence of a nucleus of coaches, could ensure that the island remains dominant in a number of sports disciplines. More particularly, though, success in the sporting arena lends itself well to the encouragement of many of the youth to deploy their talents to positive endeavour.

A Sports Academy established to identify and promote elite sportsmen and women will build on the obvious talents of Tobago. Such an institution can develop links with UTEC in Jamaica and comparable institutions.

In effect, then, the provision of trained personnel and the availability of a range of community facilities offer the possibility of targeted programmes that can contribute to the integration of youth around positive values. The Roxborough Police Youth Club is an example worthy of emulation in the development of effective youth programmes to be rolled out across the island.

Outcome 6 : Increased safe and affordable housing that cater to the needs of low and middle income households

6.1: Expand programmes that develop and distribut e public lands and housing to low and middle households

It is perhaps inevitable that in a small island in which tourism is a dominant industry, real estate prices driven by the demand of a foreign client might put lands for housing accommodation out of the reach not only of low income households but even among groups that would otherwise be deemed to be middle income. The THA has been a major investor in lands on the Island, and has played a significant role in preventing the large-scale alienation of land beyond the control of the local population. With its land bank, it will treat with the needs of a significant percentage of the population for lands for homes.

Over the period of CEDP 2006-2010, the THA became involved in the building of homes and their distribution to many who would not otherwise be able to access decent accommodation. The building of homes satisfies a social need but also contributes to some level of activity in the construction industry, which given its high labour intensity, is important as a domestic multiplier.

The estimation of need/demand for housing is fraught with difficulty. The first CEDP carries an estimated demand for housing in Tobago at 6,868 units or an annual demand of 400 units. It is assumed that this figure remains valid. There is a need to build and distribute at least that number on an annual basis to cater for the lower and middle income groups in Tobago. Some of its allocations might be in the form of building lots on sites that have been developed for persons who may prefer and can afford to build according to their own designs.

6.2: Expand programmes encouraging savings among first time home owners

The THA has instituted a saving scheme that encourages young adults to start the process of making one of the most important investments in their lives – acquiring a home. The Tobago Home Ownership Savings Programme for Young Adults mobilising savings among young people for housing. Such a programme has developmental consequences. Firstly, it impacts positively on the savings rate in Tobago and should in the medium term mobilise some of the resources for investment in a subsequent period, thereby contributing eventually to employment and income for some during the period of construction.

Outcome 7 : Successful cultural a ssimilation of new entrants into Tobago society

Tobago has been a relatively homogenous society with a culture that has developed out of the post-slavery period. Its historical development has been different from that of its sister island, Trinidad, as has been well exemplified in the social history documented by Craig-James.[14] The development of the island has already attracted new entrants into the society, and as the rate of economic expansion increases several notches over the period of CEDP 2.0, there is likely to be a rise in the number of people from different cultural backgrounds who will join Tobagonians in creating income and wealth on the Island.

7.1: Develop mandatory programmes in the school system based on the history of Tobago and of Trinidad a nd the Caribbean to assist children of different cultures to accommodate to the culture and society of Tobago

The new entrants have to be assisted to adjust to the Tobago culture and society, at the same time that Tobagonians have to learn to accommodate to neighbours of different cultural backgrounds and histories. Larger countries that are better resourced than Tobago have had difficulty managing influx of people in the evolving global village. Tobago has to address itself to this challenge.

The teaching of the history of Tobago in the school system is going to be important in assisting the children of recently arrived migrants to understand and accommodate to their surroundings. There will be a need for programmes that allow adults to get exposed to Tobago's history and culture, at the same time as Tobagonians learn about people from lands from which migrants might come. The teaching of Caribbean History is also going to be important, given that many of the immigrants to Tobago will come under the privileges accorded by the CSME.

7.2: Develop and implement mass media programmes focussing on Tobago culture and history

Mass media programmes on Tobago will be developed and mounted to educate the public about the rich history, culture and characteristics of Tobago and to assist new residents and visitors to understand and adapt the different culture around them.

7-7 Summary

Over the period of the first CEDP, there was considerable advance in a number of areas of the social services, which altogether contributed to the quality of life of the population of Tobago and more particularly, to the poorer sections of the society. CEDP 2.0 can build on this platform to create new

[14] Craig-James (2008) provides the most authoritative work on Tobago of the first one hundred years after Emancipation, and should be required reading for all persons working in the Social Services in Tobago or seeking to understand its social structures. See Craig-James, S., The Changing Society ofTobago, 1838-1938, Cornerstone Press, 2008.

capacity and improved services to the poor and vulnerable, and to the population at large. Better targeting of transfers and improved management of information on beneficiaries will allow for programmes to be geared to graduate beneficiaries out of transfers and will empower them to become self-reliant.

In the area of housing, while much has been accomplished, the THA has to redouble its efforts with the building and distribution of homes against the backdrop of the imperative of its intervention in an economy where real estate prices, driven by tourism, are likely to reduce large sections of the population to being spectators in the market for housing.

There is enough quality social infrastructure in place to encourage the population at large to use facilities to engage in activities that contribute to their wellbeing, be this in opportunity for self-education, wellness, cultural development and sports and recreation, let alone in social integration and community development. The constraint is hardly any longer the absence of physical facilities but rather the appropriate personnel in state agencies in the social services and among the NGOs and CBOs, with the capacity to inspire people in communities to rise to the challenge.

It is the thirst for knowledge that would allow the young and more mature in communities to take advantage of access to the internet to acquire new information and knowledge that would allow them to become more competitive and resilient as individuals in the global economy from the Tobago space. Much will depend, therefore, on the availability at the community level of quality community development specialists, youth officers, coaches and other personnel and community activists who can inspire the population to self-actualise and achieve their full potential. In the final analysis, the challenge in social development is about the socio-psychological conditioning of Tobagonians in achieving their highest essence in and from their Tobago space, in the context of a global village.

Table 7.1 provides a summary of key outcomes and the agents involved in fulfilling them.

Table 7 .1: Summary of the desired outcomes and initiatives to be undertaken under the Social Development and Resilience Strate gic Priority Area.

What Results Can We Expect (The Outcomes)	What Tobago Will Do To Make It Happen (Initiatives/Actions)	Who Will Be Oversee The Initiatives (The Role of Partners)
1. Expansion in health services to meet needs of the Tobago population	1.1: Market healthy lifestyles and wellness among the Tobago population 1.2: Develop community facilities (e.g. community centres, sports and recreation grounds, etc.) and establish physical activity and recreational programmes for all age groups 1.3: Promote behavioural change to safe sexual practices 1.4: Address the needs of persons with disabilities 1.5: Adopt an integrated approach to social services delivery in Tobago (by improving the referral system, service coordination, cooperation, collaboration and information sharing) 1.6: Establish Tobago as a Medical Tourism Destination	Division of Health and Social Services/Division of Community Development and Culture/Division of Education, Youth Affairs and Sport
2. Improved social protection to the poor and vulnerable to reduce social risks of any type in Tobago	2.1: Routinely identify and monitor living conditions of the poor and vulnerable in Tobago 2.2: Restructure and fully establish the emergency social assistance system in Tobago 2.3: Restructure workfare programmes (like CEPEP, Litter Eradication Programme, URP and others) to include training and graduation components 2.4: Strengthen case load management system adopted by Department of Social Services to improve social welfare services provisioning and for better targeting of clients	Divisions of Health and Social Services/ Divisions of Education, Youth and Sport

What Results Can We Expect (The Outcomes)	What Tobago Will Do To Make It Happen (Initiatives/Actions)	Who Will Be Oversee The Initiatives (The Role of Partners)
3. Reduction in number of youth falling victim to drug abuse and social deviance	3.1: Develop and maintain youth programmes that fully engage them in uplifting and empowering endeavours 3.2: Design and implement public education programmes on the dangers of drug use and addiction 3.3: Provide support services for drug addiction treatment	Division of Education, Youth Affairs and Sports/Divisions of Health and Social Services and of Community Development and Culture/Youth Clubs, including Police Youth Clubs
4. Increased protection for children, women and other family members from domestic violence and abuse	4.1: Strengthen support systems for protecting children, women and families	Division of Health and Social Services
5. Improvement in delivery of services to communities	5.1: Establish active involvement of community in a range of activities at the community level - Community E-learning Initiatives, Cultural Expression, including Art and Craft, Sport and Recreation, and Health and Wellness Programmes	Divisions of Health and Social Services, Community Development and Culture, and of Education, Youth Affairs and Sport, along with NGOs and CBOs
6. Increased safe and affordable housing that cater to the needs of low and middle income households	6.1: Expand programmes that develop and distribute public lands and housing to low and middle households 6.2: Expand programmes encouraging savings among all first time home owners	Division of Finance and Enterprise Development Division of Settlements and Labour
7. Successful cultural assimilation of new entrants into Tobago society	7.1: Develop mandatory programmes in the school system based on the history of Tobago and of Trinidad and the Caribbean to assist children of different cultures to accommodate to the culture and society of Tobago 7.2: Develop and implement mass media programmes focussing on Tobago culture and history	Division of Education. Youth Affairs and Sport/Division of Community Development and Culture/ Division of Tourism

Improved Infrastructure and Utilities

8 Build to Last

8-1 Vision

"The provision of a complex of physical infrastructure and utilities consistent with the branding of Tobago, ensuring that, in addition to protecting the people against natural hazards, it complements and enhances the environment andfacilitates sustainable development of Tobago."

8.2 Rationale

The physical infrastructure and utilities have to respond to changing circumstances. Firstly, they must provide greater accessibility to facilities and services for Tobago's residents and visitors. Secondly, infrastructure and utilities have to be developed in response to changing ***environmental and climatic conditions***. Lastly they must support effort and activities geared to create and maintain a Clean, Green, Safe and Serene Tobago.

8.3 Goal

To improve access, efficiency and quality of infrastructural systems of Tobago in order to enhance its ***economic, social and environmental performance***, to the benefit and enjoyment of Tobagonians and visitors, and in harmony with the Island's Clean, Green, Safe and Serene mandate.

8.4 Outcomes

1. Improvement in institutional capacity and performance in the infrastructure and utilities sector.

2. Achievement of a secure, diverse and reliable cleaner alternative energy supply for Tobago to support domestic, commercial and industrial needs, consistent with its environmental mandate.

3. An effective, reliable and ***integrated land, sea and air transportation*** system developed to facilitate trade and improve movement of people and goods between Tobago and Trinidad, and between Tobago and the rest of the world.



4. Water infrastructure and systems (potable, waste, storm) improved, and adequate services provided to all.

5. Telecommunications services including broadband internet, available in every community in Tobago.

6. Quality and reliability of utility services improved island wide.

8.5 Objectives

Hundred percent coverage of households in respect of such services as potable water supply, electricity, public transport, and waste water disposal; and

Access to free Internet services at community centres, affording all the right to information from the World Wide Web.

Box 8 -1

Key C hallenges to Improved Infrastructure and Utilities

1. Providing adequate and reliable utility services to serve the needs of Northeast Tobago – power, telecommunications (high speed internet), water and roads
2. Upgrading of the ANR Robinson International Airport to meet the standards and provide the services and conveniences of an international airport.
3. Increasing existing fleet strength to accommodate inter-island travel
4. Providing a dedicated port for cruise ships and marina facilities and services to meet the needs of this sub-sector of the tourism industry
5. Developing and expanding the systems for water and sewerage, storm water management, in a manner that is not detrimental to the environment
6. Reducing waste sent to landfill, increasing recycling rates and moving towards a zero-waste economy.
7. Increasing high speed broadband coverage that would support the communication needs of Tobago and correcting the compromise to the current network

8-6 Initiatives/Actions

Outcome 1: Improve institutional capacity and performance in the infrastructure and utilities sector

1.1: Improve project management capabilities within the THA

Recent lessons from the development of major infrastructure projects will be taken on board to increase THA's capacity to supervise and manage contracts for megaprojects to avoid cost overruns and ensure technical soundness of the works contracted.

1.2: Develop asset management database

In an effort for Tobago to raise delivery standards to the requirements of the 21st century, the physical assets of Tobago will be managed through an asset management system. An asset management approach allows managers and decision makers to better understand the maintenance, rehabilitation, and replacement needs, and helps them to make better investment decisions, thus minimising the cost of construction, operation, maintenance, replacement and disposal of infrastructure assets. It also allows for greater coordination of activities, and the facilitation of information sharing among stakeholders, and reduces the potential for duplication.

The objective for establishing an asset management system is to ensure that infrastructure projects, in both the public and private sectors, are coordinated in such a way, that they can be cost-effectively managed and maintained in the best possible condition, consistent with the balanced growth vision, and

competing budget demands in the beneficiary sectors, making the most appropriate use of innovative technologies. The most important features of such a system are 1) Common GIS-based location database for all infrastructure, with controlled access by all ministries and utility companies; 2) Life cycle sub-sector condition-state historical records; 3) Current and updatable valuation records; and, 4) A dynamic "permitting" process for invasive maintenance, repair, rehabilitation, reconstruction, and new construction.

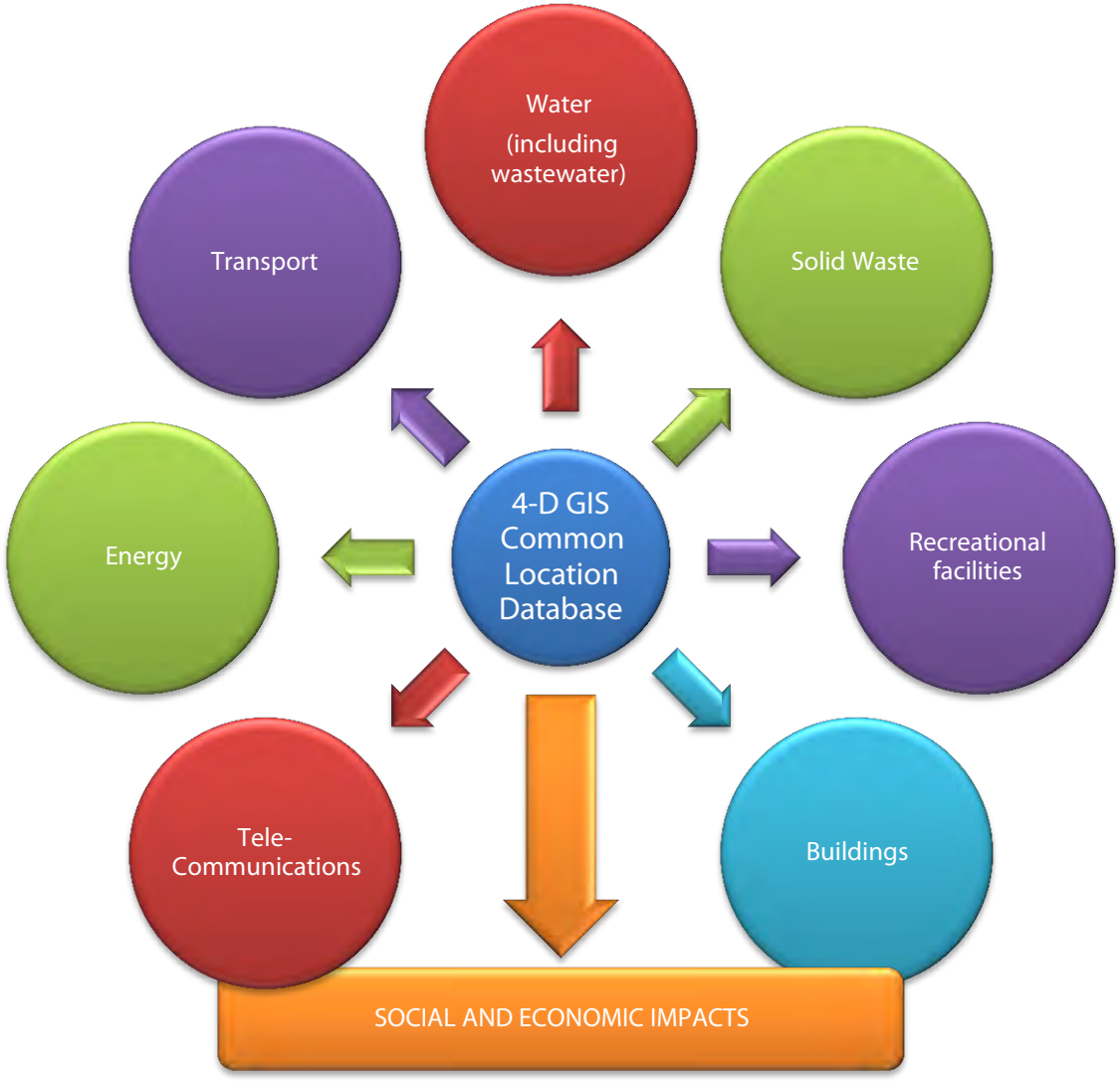


Figure 8-1: Social and Economic Impacts

Outcome 2: Achieving a secure and reliable cleaner alternative energy supply for Tobago to support domestic, commercial and industrial needs, consistent with its environmental mandate

2.1: Develop natural gas distribution infrastructure with energy efficiency enhanced in Tobago

During the first CEDP period, Tobago made significant progress with respect to upgrading its energy sector. The Cove Power Station was constructed in 2009 at the Cove Eco-Industry and Business Park. A 12-inch diameter line from BHP Billiton field to the Cove Eco-Industrial and Business Park is expected to supply compressed natural gas (CNG) for the power generation plant at Cove as well as the Park's light industrial users. This pipeline, which will come on stream at the end of 2012, will provide a domestic supply to Tobago and facilitate transportation of gas for the Eastern Caribbean Gas Pipeline Company.[15] The next step to be undertaken in the CEDP 2.0 period will be to ensure the availability of CNG across Tobago.

It is recognised that the shift to a low-carbon economy, consistent with Tobago's development philosophy, will have a number of implications for the transportation sector on the island in long run and would affect the transportation sector and all aspects of life on the Island. To facilitate low-carbon transport, the use of CNG-powered vehicles will be encouraged. The second Plan targets six in every 10 vehicles being CNG-fuelled by 2017. The approach means that the current fuelling stations and all future ones must be modified to dispense CNG. This modification involves the installation of service lines, CNG compressor stations, and dispensers. In addition, the fuelling stations should be equipped with combustible gas detection systems, and visual and audible alarms to ensure public safety.

2.2: Construct Additional Fuel and Service Stations

The last plan witnessed the construction and refurbishment of fuel and service stations in southwest Tobago which resulted in increased availability of fuel to commuters and one stop shopping at times well beyond the traditional shopping hours. During this implementation period attention will be paid to the development of two additional fuel stations in Northeast Tobago.

Outcome 3: An effective, reliable and integrated land, sea and air transportation system developed to facilitate trade and improve movement between Tobago and Trinidad, and between Tobago and the rest of the world

3.1: Prepare an integrated transportation plan fo r Tobago

The development of a Tobago transportation policy and action plan is critical to establishing an effective transportation system for the Island. The THA will consult with stakeholders in the development of an integrated transportation plan, which will address and provide strategies for forecast demand for transport by land, sea and air. The elements of the plan will address:

1. Land transport – the response of the transportation sector to the vision of establishing Tobago as a low-carbon zone and catering for the special demand of climate change; the improvement and universal accessibility to public transportation and increased transport choice; improvement in the secondary road network and maintenance and upgrade of the primary road network;

[15] National Gas Company Ltd, 2012. About NGC - Activities - Construction Projects. Website source: http://www.ngc.co.tt/about-ngc/activities/construction-projects/

traffic management, particularly in and around Scarborough; pedestrian and cycling infrastructure and safety; road safety; and road and street signage.

2. Inter-island transport – provision of year-round, reliable and dignified ferry and air-bridge services to facilitate movement between Tobago and Trinidad, particularly during peak periods and special events; and the improvement of service for tourists entering the country using Piarco and Port of Spain as the gateway.

3. Extra-island transport – infrastructural and service needs to the number of direct flights and quality of service to and in Tobago.

4. Freight transport – improvement in sea and air freight service to facilitate movement of goods from Trinidad to Tobago; feasibility of having direct freight transportation services to Tobago; the use of Tobago as a freight transport hub; demand for sea and air freight transportation out of Tobago to support economic activities, such as agriculture, floriculture, fisheries; and storage facilities and freight movement.

5. Development of proposals for innovative financing of transport infrastructure works.

3.2: Upgrade and expand the ANR Robinson Internationa l Airport

Tobago requires an airport that meets the needs for long distance international travel. It is important that the capacity and performance of the ANR Robinson International Airport be improved in the immediate term.

3.3: Assess the feasibility of increased marine facilities and services

Feasibility studies will be undertaken to identify the need for dedicated cruise ship and marina facilities and services, including identifying a site where such facilities can be located, with conceptual designs, and the cost benefit analyses of establishing these facilities.

3.4: Expand the public bus service

The fleet of the Public Transport Service Corporation (PTSC) will be expanded to improve the reliability of the bus service to the public through the following: 1) Acquisition of 20 new buses for Tobago; 2) expansion of the bus service to new routes; 3) conversion of its bus fleet to CNG powered; 4) improvements in the system of maintaining buses, making it easier for PTSC in Tobago to acquire spare parts on a timely basis; and, 5) changes in procurement and other administrative systems to support a better public bus transport service in Tobago given that as an island, the needs and challenges of PTSC in Tobago would be different from other PTSC stations.

3.5: Expand coastal protection works in keeping with increased localised climate -related events

The coastal protection works are critical to reduce the vulnerability of the population, properties, and infrastructure located along Tobago's coastline against the impact of sea level rise and coastal erosion. The Division of Infrastructure and Public Utilities has undertaken major works in recent times in key areas – Argyle, Roxborough and Speyside. Further works will be required along Old Milford Road and along the coast from Crown Point to Plymouth.

Outcome 4: Quality and reliability of utility services improved island wide

4.1: Improve potable water supply and distribution

Both long term and short term actions are required to address water supply deficiencies of Tobago. CEDP 1.0 noted that an additional 1,000,000 mcm are required annually to meet short term needs. The long term demands are expected to increase considerably, with increased demand from resorts. A number of activities will be employed to address current water shortages in Tobago. One such plan underway is the development of additional wells to augment supplies.

The long-term objective of the CEDP 2.0 is to ensure that all residents in Tobago continue to have access to safe potable water supply that is available for drinking and key economic activities. Parallel to this is to ensure that Tobago's water resources are protected.

4.2: Expand water metering coverage

The first CEDP supported Water and Sewerage Authority's (WASA's) plan for universal metering of consumers. This is expected to have beneficial results, generating water savings and reducing water demand. The Plan targets a coverage of 50 per cent metering of WASA customers by 2017.

4.3: Improve wastewater management in Tobago

Attention will have to be paid to the rehabilitation and upgrading of key wastewater facilities in Tobago - Scarborough, Buccoo and Bon Accord and building capacity for their effective and efficient operation. Special consideration will be given to implementing a programme effectively to regulate household wastewater systems (septic tanks and soakaways and pit latrines) and the disposal of grey water particularly in hillside communities that are landslide prone. One cannot dismiss the human health risk posed by such systems and so this programme will include a public education component to inform householders of best practices with regards to their proper construction, functioning and maintenance.

In the long-term, it will be critical to assess current wastewater systems, to expand the use of centralised systems in other built-up areas. The initiative supports the preparation and design of community systems that are developed on a phased basis.

4.4: Strengthen institutional framework for the regulation of wastewater activi ties

At the same time, it will be important to strengthen also the institutional framework for the regulation of wastewater activities both at the national level and in Tobago: it may be necessary to create a Wastewater Division within WASA, separate the wastewater regulatory and operational functions, develop improved wastewater regulations, and undertake a programme of institutional development.

4.5 Improve storm water management

For critical areas where flooding is a problem, focus will be placed on storm water management, including the design and construction of localised drainage system that facilitates the collection, detention and retention of water and reorganisation of outfalls.

4.6: Boost electricity supply in Northeast Tobago

This initiative supports an improved power supply to Northeast Tobago to address inconsistencies in supply currently experienced due to outages as a result of damage to power lines which pass through the forest. Plans are underway to construct three substations in Northeast Tobago and to relocate the aerial power lines along the main roads. Consideration will also be given to underground conduits for

these lines in the utility ducts along the L'Anse Fourmi/Charlotteville Road, once repairs to the roadways are completed. The initiative also calls for a modernisation of the operation and maintenance of electrical plant and equipment through the application of ICTs.

4.7: Repair marine cable

The marine cable is important both to securing reliable telecommunications services and as a backup power supply to the Island. Addressing this problem is seen as a priority.

8-7 Summary

The initiatives under this Strategic Priority Area address the issue of universality of access around the improved infrastructure and utilities. The table below summarises the actions to be undertaken.

Table 8 .1: Summary of the desired outcomes and initiatives to be undertaken under the Infrastructure and Utilities Strategic Priority Area

What Results Can Be Expected (The Outcomes)		What Will Have To Be Done To Create the Results Envisaged (Initiatives/Actions)	Who Will Oversee The Initiatives (The Role of Partners)
1.	Improve institutional capacity and performance in the infrastructure and utilities sector	1.1: Improve project management capabilities within the THA 1.2: Develop asset management database	Division of Infrastructure and Public Utilities
2.	Achieving a secure, diverse and reliable cleaner alternative energy supply for Tobago to support domestic, commercial and industrial needs, consistent with its environmental mandate	2.1: Develop natural gas distribution infrastructure with energy efficiency enhanced in Tobago 2.2: Construct Additional Fuel and Service Stations	Division of Infrastructure and Public Utilities
3.	An effective, reliable and integrated land, sea and air transportation system developed to facilitate trade and improve movement between Tobago and Trinidad, and between Tobago and the rest of the world	3.1: Prepare an integrated transportation plan for Tobago 3.2: Upgrade and expand the ANR Robinson International Airport 3.3: Assess the feasibility of increase marine facilities and services 3.4: Expand the public bus service 3.5: Expand coastal protection works in keeping with increased localised	Division of Infrastructure and Public Utilities

What Results Can Be Expected (The Outcomes)		What Will Have To Be Done To Create the Results Envisaged (Initiatives/Actions)	Who Will Oversee The Initiatives (The Role of Partners)
		climate-related events	
4.	Quality and reliability of utility services improved island wide	4.1: Improve potable water supply 4.2: Expand water metering coverage 4.3: Improve wastewater management in Tobago 4.4: Strengthen institutional framework for the regulation of wastewater activities 4.5 Improve storm water management 4.6: Boost electricity supply in Northeast Tobago 4.7: Repair marine cable	Division of Infrastructure and Public Utilities

Enhanced Safety and Security

9 The Highest Regard for Human Life

9-1 Vision

"A Tobago where the protection of the individual from all harm is paramount, and sense of personal security canbe taken as a given at all times and in all circumstances."

9.2 Rationale

The branding of the Tobago as safe and secure will involve perceptible measures that create and maintain the sense of ***safety and security*** for all.

9.3 Goal

To improve safety and security conditions in Tobago, thus creating a stable environment for sustainable development and investment, and achieve a Tobago society and Island where there is no compromise in ensuring the safety and security of all.

9.4 Outcomes

The following are the outcomes under the Enhanced Safety and Security Strategic Priority Area:

1. The institutional capacity of the policing sector in Tobago enhanced to prevent, detect and solve crimes.
2. The effectiveness of its operations of the policing sector in Tobago improved through the ***modernization of infrastructure and equipment***.
3. Partnerships with communities developed, with collaboration and relationship between the police and communities improved, thus providing high level of customer service.
4. Preventive measures in place to better inform and encourage youths to make better ***life changing decisions***.



9-5 Objectives

Raise the sense of personal security in Tobago such that everyone feels comfortable in the public place in Tobago;

Reduce incidence of minor and serious crimes by fifty percent per annum;

The level of detection of crime to increase to 95 percent of all crimes;

Number of substance abusers of illicit drugs to be reduced by half;

Stem emergence of gang activity and reduce susceptibility of young males who fall prey to gang membership; and

A Tobago Police Service that is fully enabled to serve Tobago.

Box 9 -1

Key Challenges to Enhanced Safety and Security

1. Increasing the police presence on the Island in the light of staff shortage and overburdened caseload in some police stations.
2. Providing new and appropriate policing infrastructure (buildings) to adequately house staff.
3. Equipping the police in Tobago with vehicles that could adequately service an Island with rugged and hilly terrain.
4. Providing adequate crime fighting equipment to improve detection rates.
5. Combating the challenges of effectively patrolling and policing the Island's coastal waters to curtail the inflow of drugs, guns and other contraband.
6. Addressing crime.
7. Changing the widespread perception of rising crime in Tobago which has had a highly corrosive effect on business in Tobago, especially in tourism, where travel advisories have negatively impacted on visitor arrivals.

9-6 Initiatives/Actions

The approach to improving protective services, ensuring safety and security of all, and changing the perception of Tobago on the international front must be multi-pronged. The partners in the sector must be able to deal effectively with all aspects of crime through sound upgrades in capacity and improved capability. Community involvement and greater and more effective collaboration among partners are also critical to this strategy and will ensure the removal of obstacles in achieving acceptable efficiency levels in the delivery of services to Tobago's communities. Legislative reform is also required to close the gaps in support of better law enforcement and the administration of justice.

Outcome 1: The institutional capacity of the policing sector in Tobago enhanced to prevent, detect and solve crimes.

There are a host of initiatives that will be taken to raise the profile of Tobago as a safe and secure location. As an essential service, the Trinidad and Tobago Police Service (TTPS) in Tobago is expected to provide around the clock service in response to the policing needs of communities. Its effective operations and delivery of service are a major prerequisite in Tobago's socioeconomic development.

The THA will hold discussions with the Minister of National Security, the Police Commissioner, the Trinidad and Tobago Defence Force and other organisations and work towards bringing about the changes required in Tobago.

1.1: Revise the systems, processes and procedures for the operations of Trinidad and Tobago Police Service, Tobago Division

Consideration will be given to the special needs of Tobago as an Island that is separate and apart from Trinidad and therefore this must be reflected in its relationship with TTPS head office in Trinidad through a revision of its administrative arrangements, budgetary allocations, disbursement, management of allocated funds, etc. Successfully negotiating this administrative space is vital for improved operations and efficiency of the national protective service in Tobago.

1.2: Increase the number of resident Tobagonians recruited as police officers in the Trinidad and Tobago Police Service in Tobago

On the national front, attempts are being made to redouble the training capacity of the Police Academy, allowing for increased intake of recruits and advanced training. New recruits now face more rigorous background checks, polygraph testing and more intense induction training. Further plans are in the pipeline for expansion of the facilities to support the proposed increased intake and ensure suitable accommodation for all programmes.

Consideration should be given to the introduction of a recruitment policy for Tobago which takes into account the need to attract and increase the number of resident Tobagonians recruited to the TTPS who will work in Tobago. This policy will include measures for achieving gender balance and fairness in the recruitment process.

Attention will also be paid to filling current vacancies at stations throughout the Island.

1.3: Establish new specialized policing units

Under the National Medium Term Policy Framework, there will be greater focus and expertise to policing and as such two new units will be established in each police division - Divisional Crime Scene Investigation (CSI) Unit and Domestic Violence and Special Victims Unit.

1.4: Improve the efficiency of data management in Tobago

This initiative will support the introduction and upgrading of ICT hardware and software, building of human resource capacity and standardising and securing the processes and procedures for data management.

1.5 : Establish the Tobago Police Force

Through negotiation with Central Government and an Act of Parliament, the THA will establish the Tobago Police Force which will act within the jurisdiction of Tobago for service in connection with the duties of the THA and appoint police officers and constables to support the policing of Tobago. This will give the TTPS in Tobago greater flexibility and allow more time for effective crime fighting. The processes, procedures and operation of this force will align, complement and work closely with the TTPS in Tobago, in respect of information gathering, intelligence and data management.

1.6 : Improve marine surveillance and patrol s

It is imperative to secure a permanent presence of Coast Guard in monitoring of waters around Tobago, with regular patrols of small ports and areas of coastline amenable to unscheduled landing of small craft.

1.7 : Strengthen legislative framework

The National Medium Term Policy Framework highlights the creation of necessary facilitating environment for effective policing, law enforcement and the proper punishment of offenders. It therefore highlights several pieces of legislation that have been assented to or proclaimed including the Anti-Gang Act, the Bail (Amendment) Act, the Miscellaneous Provision (Kidnapping and Bail) Act, the Interception of Communications Act, the Firearms Amendment Act, The Trafficking in Persons Act, the Miscellaneous Provisions (Remand) Act and the amended Financial Intelligence Act (2009). In addition, new legislation will be brought to Parliament for the Private Security Industry and to amend the Evidence Act, the Defence Act and the Prison Rules. Application of these laws in their entirety in Tobago, will contribute to its security.

Outcome 2: The effectiveness of its operations of the policing sector in Tobago improved through the modernizatio n of infrastructure and equipment

Importance will be placed on the establishment of a Closed Circuit Television (CCTV) network to improve safety and security in Tobago; the construction and upgrading of physical infrastructure and facilities for law enforcement officers; increasing the use of modern technology to track and solve crime and to increase detection levels; and the development of systems that modernise information management and facilitate information sharing across law enforcement agencies.

2.1: Introduce the extensive use of Closed Circuit Television technologies in the protective services in Tobago

The THA will work with the TTPS in Tobago and invest in the appropriate security infrastructure and adopt the model of more developed and secure countries where CCTV and ICT devices are common features of life. This infrastructure will consist of both the provision of personnel with the relevant expertise and training, as well as systems and physical infrastructure.

2.2: Increase and equip police vehicle fleet for better island wide response

In support of an increase in the presence and mobility of law enforcement officers, thus allowing them to carry out their responsibilities in a more effective and professional manner, the vehicle fleet size will be expanded and more appropriate vehicles acquired in keeping with Tobago's more rugged and hilly environment. The initiative also supports improvements in fleet management and maintenance.

2.3: Upgrade and modernise Tobago police stations

The working environment of law enforcement agents will be upgraded to meet the modern standards that will allow them to effectively perform their duties, make them more accessible and facilitate their interaction with the public. Therefore, some police stations in Tobago will be targeted for upgrading.

2.4: Introduce equipment and support for better forensic investigation and intelligence in Tobago

Tobago will benefit from the introduction of modern crime fighting equipment and technologies with the objective of improving surveillance and detection through the provision of forensic pathology and analytical laboratory services.

2.5: Increase Protection at Ports of Entry

Scanning devices have to be provided at all ports of entry – airport and seaports – for vehicles and containers, to create the sense of zero possibility of guns and narcotics being able to enter undetected at ports of entry. Sniffer dogs will have to be provided for the detection of narcotics. Universal presence of CCTV technology and its monitoring 24/7 in all public thoroughfares would ensure that the detection rates for serious crimes and infractions of the law can be raised close to 100 percent, thereby improving the certainty of penalty which is a good deterrent to crime.

2.6: Construct and operationalise a prison and a rehabilitation centre in Tobago

Emphasis will be placed on the construction of an appropriate facility for housing and rehabilitation of offenders with a view to the establishment of structured programmes aimed at increasing their chances of successful re-entry into society and reducing the rate of recidivism in Tobago. Given that a significant proportion of offenders in Tobago's prison system are drug addicts, this facility will include a drug rehabilitation facility.

Outcome 3: Partnerships with communities developed, with collaboration and relationship between the police and communities improved, thus providing high level of customer service

Community policing is seen as a practical approach to building a partnership between community residents and law enforcement agents. Under the 21st Century Policing Initiative the TTPS is expected to forge such relationships through increased patrols and presence in communities and through their working more closely with residents in preventing and solving crime. The establishment of Tobago Police Service will further support this initiative and strengthen policing in Tobago.

3.1: Establish a community policing system

The THA sponsored Police Service, which will work closely with the National Police Service, will focus on Community Policing, which will lead to:

Halving of the number of interpersonal conflicts entering the court process;

Cases of interpersonal violence reduced to zero;

Fostering a closer relationship between communities and the Police Services; and

Strengthening of existing collaborations and embracing opportunities to create new partnership.

Apart from being supported by the right tools and equipment, persons involved in the community policing service will be trained in the delivery of professional, proactive, culturally sensitive policing.

3.2: Work with communities to address domestic violence and crimes against children

The establishment of the Domestic Violence Special Victims Unit in Tobago will provide specialised services to victims of domestic violence and sex crimes.

Special focus will be placed on child sexual abuse. At the national level, Child Protection legislation has been introduced. The Child Protection Protocol for Tobago will be established for the reporting and handling of cases which deal with child sexual abuse. A 24-hour Child Protection Hotline will also be established.

Another initiative will be the Child Development Project involving teachers, police officers, and other officers of the court, all of whom will receive exposure to Psychology and Child Development and will work closely to detect and deal with these highly sensitive cases.

The Department Social Services will work with partners such as the Institute for Gender and Development Studies and social services providers among civil society in raising awareness of the insidious nature of child abuse and the need to report these crimes. This public education programme will target and be delivered at the community level to increase effectiveness and impact.

3.3: Expand conflict management and dispute resolution services

At the more general level of interpersonal conflict, the THA will expand its services for conflict management and dispute resolution such that citizens are encouraged to seek the help of professionals that can offer fair and equitable solutions to problems that arise among citizens and households. The society has to inculcate values that spurn violence as a means of resolving conflict.

3.4: Establish collaborative security working group in Tob ago

A Collaborative Security Working Group will be established to address the challenges and concerns of safety and personal security in Tobago. It will be established as a sub-committee to work closely with the Tobago Sustainable Development Committee which will be responsible for managing the Tobago brand and for immediate and effective response if there are incidents that negatively affect Tobago's image.

3.5: Improve reporting on the performance of the sector and agencies with the people

As part of their thrust in forging a closer relationship with the Tobago public and communities, law enforcement agencies operating in Tobago will be expected to report on their operations and performance and on the sector in which they operate. This should be facilitated through the Collaborative Security Working Group

Outcome 4: Preventive measures in place to better inform and encourage youths to make better life changing decisions

4.1: Establish a Anger Management Programme in schools

Within the school system, programmes of anger management will be introduced to foster from very early in life, respect for law and order. All secondary school students exposed to at least three sessions in the programme of anger management in the course of the academic year.

4.2: Expand t he Police Youth Club model to other districts

Police Youth Clubs established in the various communities with the Roxborough Youth Club as the model to be emulated.

9-7 Summary

The initiatives under the Strategic Priority Area address the issues around safety and security. The table below summarises the initiatives to be undertaken.

Table 9.1: Summary of the desired outcomes and initiatives to be undertaken under the Enhanced Safety and Security Strategic Priority Area

What Results Can Be Expected (The Outcomes)		What Will Have To Be Done To Create the Results Envisaged (Initiatives/Actions)	Who Will Oversee The Initiatives (The Role of Partners)
1.	The institutional capacity of the policing sector in Tobago enhanced to prevent, detect and solve crimes.	1.1: Revise the systems, processes and procedures for the operations of TTPS Division of Tobago 1.2: Increase the number of resident Tobagonians recruited as police officers in the TTPS in Tobago 1.3: Establish new specialised policing units 1.4: Improve the efficiency of data management in Tobago 1.5: Establish the Tobago Police Force 1.6: Improve marine surveillance and patrols 1.7: Strengthen legislative framework	Ministry of National Security and THA

What Results Can Be Expected (The Outcomes)		What Will Have To Be Done To Create the Results Envisaged (Initiatives/Actions)	Who Will Oversee The Initiatives (The Role of Partners)
2.	The effectiveness of its operations of the policing sector in Tobago improved through the modernization of infrastructure and equipment	2.1: Introduce the extensive use of CCTV technologies in the protective services in Tobago 2.2: Increase and equip police vehicle fleet for better island wide response 2.3: Upgrade and modernise police stations in Tobago 2.4: Introduce equipment and support for better forensic investigation and intelligence in Tobago 2.5: Increase Protection at Ports of Entry 2.6: Construct a prison and a rehabilitation centre in Tobago	Ministry of National Security and THA
3.	Partnerships with communities developed, with collaboration and relationship between the police and communities improved, thus providing high level of customer service	3.1: Establish a community policing system 3.2: Work with communities to address domestic violence and crimes against children 3.3: Expand conflict management and dispute resolution services 3.4: Establish collaborative security working group in Tobago 3.5: Improve reporting on the performance of the sector and agencies with the people of Tobago	Ministry of National Security and THA
4.	Preventive measures in place to better inform and encourage youths to make better life changing decisions	4.1: Establish a Anger Management Programme in schools 4.2: Extend the Roxborough Police Youth Club model to other districts	Division of Education, Youth Affairs and Sport

Environmental Sustainability

10 The Future Begins Today

10-1 Vision

"The vision continues to be one of an environmentally sensitive and conscientious Tobago which promotes sustainable management of its natural resources through the establishment and implementation of standards, systems and regulations to ensure sustainable use and protection of the environment. All Tobagonians will be the custodians of Tobago's beauty, its land, freshwater and marine resources, its flora and fauna, and share in the commitment to protect and care these resources in current use as a trust and duty to future generations."

10-2 Rationale

Taking the appropriate decisions today can lock Tobago on to an economic path that is sustainable, builds resilience and promotes the wise use of its natural resources. However, socioeconomic development in the short term often involves measures which are at the expense of the environment and take the island beyond the limits in the use of its ***natural resources***. Ultimately the continued prosperity of Tobago's economy and society depends on the health and integrity of its environment. Addressing the concerns of the environment, ***natural hazards*** and ***climate change*** must become part of Tobago's mainstream actions.

10-3 Goal

To strengthen environmental capacity and performance, consistent with a resilient Tobago that is Clean Green Safe and Serene and meets the standards of a green Tobago economy.

10-4 Outcomes

1. Environment and climate change mainstreamed into Tobago development framework.
2. The physical planning and development control framework for Tobago strengthened.
3. ***Solid waste management system*** effectively integrated and Tobago's capacity strengthened in managing solid waste and reducing environmental and health hazards and risks associated with hazardous wastes, ***persistent organic pollutants (POPs)*** and plastics in the domestic, commercial and industrial streams.
4. Tobago's communities, households and residents better prepared for disasters (including in the planning, response and recovery).



10 -5 Objectives

Hundred percent of non-recyclable waste reaching the landfill;

Waste separation facilities available in all communities; and

THA involved in the final approval of all physical or building projects in Tobago.

10 -6 Initiatives/Actions

Outcome 1: The Concerns of Environment and Climate Change mainstreamed into Tobago's development framework

1.1: Develop a Environmental Code of Practice for Tobago House of Assembly agencies

THA's agencies conduct activities that may bear environmental consequences. The THA will demonstrate its commitment to environmental protection, encourage prudent and environmentally responsible development, improve its environmental performance and seek to increase public confidence, by developing precise and clear guidelines for its operations. The Code will address:

Responsible and sustainable development;

Environmentally responsible ethic;

Integrated environmental management;

Stakeholder partnership and community participation;

Achieving national environmental compliance;

Environmental risk management;

Environmental performance targets;

Sustainable procurement practices;

Review, improvement and updating of environmental policies and standards;

Decommission and rehabilitation of exhausted sites;

Box 10 -1

Key challenges to Environmental Sustainability

1. Managing waste in a manner that results in change in attitude towards waste, and waste minimisation, and encourages more recycling and reuse and better treatment and disposal.
2. Promoting sustainable land use and development through better planning and development control (including having a regulatory and institutional framework that is appropriate and consistent with Tobago's development thrust).
3. Encouraging a higher level of household and personal disaster preparedness among Tobagonians.
4. Minimising and adapting to the threats of climate change and sea level rise – particularly those resulting from increased coastal erosion and threat to coastal infrastructure, housing and other built development.
5. Achieving sustainable levels of demand and use for water and energy in light of climate change.
6. Managing storm water such that flooding, erosion and water pollution is greatly reduced.
7. Controlling land-based sources of coastal and marine pollution.
8. Developing mining and quarrying industry that is well-regulated and promotes the use of best practices

Environmental data collection and management and exchange;

Transparency concerns; and

Monitoring and performance reviews.

1.2: Prepare and implement the Clean Green Safe and Serene Tobago Policy

The Tobago Sustainable Development Committee will spearhead the development of the Tobago, Clean Green, Safe and Serene Policy in collaboration with the private sector and non-government and Central Government partners to promote the Utilisation of Environmentally and Climate Friendly Technologies on the Island. The policy will provide directives for Tobago, designed to:

Promote sustainable use of natural resources and consumption patterns;

Promote the use of natural gas and renewable energy, the reduction of the carbon footprint of businesses, households and state agencies, and environmentally climate-friendly practices to improve energy and water use efficiency, recycling, proper disposal of waste, etc.;

Promote novel and innovative approaches in water resource management, energy use and municipal waste;

Highlight legislative and institutional arrangements in support of the Clean, Green, Safe and Serene philosophy; and

Introduce incentives/concessions to encourage the participation of the private sector and civil society in the Tobago Clean, Green, Safe and Serene – to promote the use of natural gas and the development of clean energy industries, and to encourage recycling, waste treatment and the use of more environmentally friendly packaging materials.

1.3: Coordinate Tobago's environment and climate change efforts

A Committee will be established to ensure environment and climate change issues move beyond the ambit of its traditional custodial institutions. A number of sector agencies will be targeted for participation in this forum – finance, planning, agriculture, manufacturing, environment, education, health and tourism. It will be important to build capacity within this group mainly through awareness and skills training.

Climate change adaptation requires a continuous and integrated process of planning, organising, coordinating and implementing measures required to reduce risk due to climate change, build capacity and increase resilience levels. Further action will require Tobago to have a systematic and well-coordinated approach. As part of the environment and climate change response, key sectoral agencies, led by the Planning Department, will come together and work towards the implementation of initiatives (existing and proposed) that will identify and assess Tobago's climate risk, implement mitigation and adaptation measures, strengthen institutional capacity, evaluate the economic cost of natural resources, climate change and climate change adaptation measures, and monitor and evaluate activities.

1.4: Implement Environment and Climate Change Community Outreach Strategy

The Tobago Clean, Green, Safe and Serene requires the Tobago population to be good environmental stewards while at the same time building resilience to the effects of a changing climate. Planners will first have to understand the population's knowledge, attitudes and behaviours towards issues relating

to the environment and climate change and then put in place measures including a public education plan based on the results obtained.

1.5: Strengthen the main agencies with responsibility for the environment

The Department of Marine Resources and Fisheries and the Department of Natural Resources and the Environment NRE will be strengthened to support the work of the Environment and Climate Change Committee and the work of the departments. Institutional strengthening is required in the areas of coastal management, environmental and resource monitoring and assessment, watershed management and disaster management.

Outcome 2: The physical planning and development control framework for Tobago strengthened

2.1: Establish Physical Planning Unit in the Tobago House of Assembly

Under the THA Act of 1980, the Assembly does have responsibility for town and country planning in Tobago. It will be important in the short term for the Assembly to establish its own physical planning unit which will work closely with Town and Country Planning and other agencies to plan land use and manage built development in Tobago.

2.2: Prepare a Tobago Regional Development Plan

As the economy of Tobago expands, there is need for a robust regional land use planning and development control framework to regulate and manage built development on the Island, including ensuring the observance of building codes and a regional plan to guide Tobago's land use and infrastructural development, and the strengthening of the institutional capacity for the Island.

At the national level, a new physical planning framework is being put in place and one output will be a National Spatial Development Strategy (NSDS) to provide the spatial dimensions of major land uses, and the national and sectoral goals. The NSDS gives strategic guidance on the arrangements of major infrastructure and the location of major facilities, and will articulate the national urban development strategy.[16] Currently there is a project to rationalise and harmonise the regional development plans. The THA will commission a Regional Development Plan for Tobago, which provides the land use classifications and land use proposals for the Island over the next 10 years to ensure that the Tobago's perspective is considered as part of the harmonisation process.

2.3: Prepare and implement local area plans for Greater Roxborough

A number of existing and proposed initiatives in greater Roxborough makes it important that the development of the town be guided by a local area plan (LAP). The plan for Roxborough will address the economic and social realities in Roxborough and will provide a framework for development of the area and its people.

2.4: Finalise and Implement the Scarborough local area plan

The preparation of the Scarborough LAP will be completed and proposals implemented with the aim to revitalise and develop a thriving town centre in Scarborough which can be a source of pride for all

[16] Ministry of Planning and the Economy, 2012. Request for Proposals for the National Physical Development Plan for Trinidad and Tobago: Tender Notice. Website: https://docs.google.com/file/d/0BxxNxhCiqznENzIiNDliNzUtZGEyOC00ZTY2LThlN2UtYjM0M2MwZGRiMTkz/edit?pli=1

Tobagonians. A Scarborough Development Committee will be established to guide and oversee the process.

Outcome 3: Solid waste management system effectively integrated and Tobago's capacity strengthened in managing solid waste and reduced environmental and health risks associated with plastics, persistent organic pollutants and other hazardous wastes

A number of the initiatives proposed under the first CEDP are reiterated under the CEDP 2.0.

3.1: Establish an Integrated Waste Management System in Tobago

Waste management issues will be on the front burner of Tobago's development thrust over the next five years. Activities to be undertaken will be consistent with the National Waste Management Policy of 2012. Specific objectives will include: i) maximisation of recovery and recycling of valuable materials; 2) ensuring that 100 percent of non-recoverable waste reach the landfill; 3) and employing environmentally sound management for the disposal of chemical pollutants to reduce their environmental and health risk, specifically persistent organic pollutants (POPs).

Collaboration among stakeholders in the waste industry (the THA, the hauling and garbage disposal businesses, Solid Waste Management Company Ltd (SWMCOL), and the general public) will be a crucial element towards Tobago establishing an integrated approach and finding a sustainable solution to waste management. The Division of Health and Social Services, in collaboration with industry stakeholders, will develop and implement a plan of action and will coordinate activities geared at integrating solid waste management.

This initiative will involve also an assessment of the amount of waste generated in Tobago and the contribution of each stream.

3.2: Develop and operate a modern landfill in Tobago

The initiative will support the design, construction and management of a modern landfill facility in Tobago, and will improve the system of collecting and hauling of waste. The facility will also cater for the safe disposal of hazardous waste materials.

3.3: Establish a system for the recovery of recyclable materials

The initiative seeks to recover recyclable materials and will target a 35 percent recycling rate over the next five years. Beginning with a pilot and expanding elsewhere, the initiative will guided by commercial principles in order to make a lasting venture. Collaboration is critical and therefore hotels, other tourism related entities as well as NGOs and CBOs and waste haulage agencies will be included from the onset of project planning.

3.4: Establish a composting facility

Composting of green waste material is seen as an achievable goal since ecologically sound agriculture which is being promoted in Tobago would require a readily available local source of organic fertiliser. CEPEP is seen as a prime partner in this venture, at the same time as the public is encouraged to become engaged as key players in the exercise of source sorting.

3.5: Focus on Waste Prevention and Minimisation

The Division of Health and Social Services will adopt a waste minimisation policy that is a people-centred approach to waste prevention and reduction, thereby reducing the level of waste reaching the landfill. It includes introducing the Tobago population to the concepts and practices associated with green living and requires a conscious change of behaviour by residents, corporate citizens and visitors and a move towards a more resource efficient Tobago society. This initiative will involve the establishment of advisory, training and outreach services to businesses, schools, civil society agencies and the public on matters/issues which would promote less waste and greater operational efficiency, including environmental legislation, Clean, Green, Safe and Serene designs, solid waste management, and water management. It also includes the implementation of public information and awareness raising activities.

3.6: Establish a system for the safe disposal of hazardous waste

The island produces hazardous waste from both domestic and industrial sources. The island will have to consider the present situation with respect to the handling of hazardous waste and develop and implement a comprehensive programme for the handling and disposal of such waste.

Outcome 4: Tobago's communities, households and residents better prepared for disasters (including in their planning, response and recovery)

4.1: Improve Household and Community Disaster Preparedness and Resilience

Previously, disaster management efforts focussed on building capacity of Tobago Emergency Management Agency (TEMA) and ensuring the agency is better able to respond to the needs of Tobagonians when extreme eventualities occur. This period will witness greater emphasis and a strengthening of capacity at the community and households levels. In this regard, TEMA has established a number of programmes which provide a framework for improving community disaster preparedness – the Community Emergency Response Team (CERT) Programme, the Hazard Geo-mapping Project, the Multi-hazard Community Early Warning System, the Disaster Emergency Relief Centre Programme, and the Community Vulnerability and Risk Management Campaign. The CERT programmes will be restructured and strengthened with some emphasis placed on the training of community members and developing an inventory of volunteers who, along with the CERT Technician, will educate their communities to respond in times of disaster.

4.2: Extend the Multi -hazard Community Early Warning System throughout Tobago

Multi-hazard Community Early Warning System was established in Southwest Tobago and will be expanded throughout Tobago.

4.3: Assess the structural vulnerability of Tobago's built environment

A vulnerability assessment of public buildings, public infrastructure and facilities and other physical components supporting economic activity will be conducted. This assessment will include structural vulnerability and assess the location of facilities which house essential services. An important part of this exercise will be to determine and recommend immediate interventions for retrofitting and upgrading existing structures and facilities, and this includes the status of current shelters to withstand severe hurricanes (Categories 3-5). Another issue is the determination of the level of risks to be accepted in the construction/use of such buildings in the future.

4.4: Strengthen emergency response telecommunication infrastructure network

Emergency telecommunications is critical during and in aftermath a disaster by ensuring timely the flow of information that is vital to the operations of TEMA, first responders and others actors involved in emergency activities. TEMA will collaborate with telecommunications service providers and others to ensure that telecommunications network in Tobago can effectively support its operations and the operations of others in the advent of a disaster.

4.5: Improve shelter management

Ensuring the protection of the population in the event of disaster requires the equitable distribution of designated shelters in keeping with the geographic distribution of the population. There will be some select ratio of shelter space relative to the resident population. During the period there will be updating of shelters to bring such facilities up to standard in keeping with the needs of Tobago's communities. Consideration will be given to the construction of a dedicated shelter to cater for longer term stays.

4.6 : Identify and reduce seismic hazards in Scarborough

The CEDP 2.0 supports the microzonation study by UWI's Seismic Research Centre, in collaboration with the Ministry of Planning, which is expected to quantify risks and associated seismic activities at a local scale and produce maps that could guide built development and promote better decision making. Scarborough will be assessed as part of this ten year study.

4.7 : Develop emergency health preparedness plan

The implementation of a health preparedness plan for Tobago will strengthen the Island's preparedness and response capacities, thus building its resilience and response to various types of disasters and health emergencies. Such a plan will identify and provide strategies for management of risks within Tobago.

10 -7 Summary

The initiatives under the Strategic Priority Area address the issues around the environment, climate change and disaster management. The table below summarises the initiatives to be undertaken.

Table 10.1: Summary of the desired outcomes and initiatives to be undertaken under the Environmental Sustainability Strategic Priority Area

What Results Can Be Expected (The Outcomes)		What Will Have To Be Done To Create the Results Envisaged (Initiatives/Actions)	Who Will Oversee The Initiatives (The Role of Partners)
1.	The Concerns of Environment and Climate Change mainstreamed into Tobago's development framework	1.1: Develop a Environmental Code of Practice for THA agencies 1.2: Prepare and implement the Clean Green Safe and Serene Tobago Policy 1.3: Coordinate Tobago's environment and climate change efforts 1.4: Implement Environment and Climate Change Community Outreach Strategy 1.5: Strengthen the main agencies with responsibility for the environment	Department of Natural Resources and the Environment
2.	The physical planning and development control framework for Tobago strengthened	2.1: Establish Physical Planning Unit in the THA 2.2: Prepare a Tobago Regional Development Plan 2.3: Prepare and implement local area plans for Greater Roxborough 2.4: Finalise and Implement the Scarborough local area plan	Division of Infrastructure and Public Utilities
3.	Solid waste management system effectively integrated and Tobago's capacity to manage solid wastes and reduce environmental and health risks associated with plastics, POPs and other hazardous waste strengthened	3.1: Establish an Integrated Waste Management System in Tobago 3.2: Develop and operate a modern landfill in Tobago 3.3: Establish a system for the recovery of recyclable materials 3.4: Establish a composting facility 3.5: Focus on Waste Prevention and Minimisation 3.6: Establish a system for the safe disposal of hazardous waste	Division of Infrastructure and Public Utilities, with the support of CEPEP of the Division of Health and Social Services

What Results Can Be Expected (The Outcomes)		What Will Have To Be Done To Create the Results Envisaged (Initiatives/Actions)	Who Will Oversee The Initiatives (The Role of Partners)
4.	Tobago's communities, households and residents better prepared for disasters (including in the planning, response and recovery).	4.1: Improve Household and Community Disaster Preparedness and Resilience	TEMA, NGOs and CBOs
		4.2: Extend the Multi-hazard Community Early Warning System throughout Tobago	TEMA
		4.3: Assess the structural vulnerability of Tobago's built environment	Division of Infrastructure and Public Utilities
		4.4: Strengthen emergency response telecommunication infrastructure network	TEMA/ Telecommunications service providers
		4.5: Improve shelter management	TEMA
		4.6: Identify and reduce seismic hazards in Scarborough	Division of Infrastructure and Public Utilities
		4.7: Develop emergency health preparedness plan	TRHA


adaptability,
recyclable-materials,
preparedness,
reduction-of-pollution,
SUSTAINABLE-DEVELOPMENT
local-area-planning,
waste-prevention,
NATURAL-RESOURCES,
disaster-risk-management,
solid-waste-management,
SUSTAINABLE-DEVELOPMENT
CLIMATE-CHANGE,
recyclable-materials,
NATURAL-HAZARDS,
environmental-code,
NATURAL-RESOURCES,
recyclable-materials,
waste-prevention,
SUSTAINABLE-DEVELOPMENT
ecology,
environmental-code,
planning,
NATURAL-CODE,
local-area-planning,
CLIMATE-CHANGE,
disaster-risk-management,
preparedness,
planning,
adaptability,
planning,
adaptability,
planning,
ecology,
waste-prevention,
reduction-of-pollution,
environmental-code,
NATURAL-RESOURCES,
disaster-risk-management,
solid-waste-management,
recyclable-materials,
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environmentally-responsible-ethic,
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SUSTAINABLE-DEVELOPMENT
reduction-of-pollution,
local-area-planning,
recyclable-materials,
adaptability,
adaptability,

Towards Implementation of CEDP 2.0

11 A Question of Doing…

11 -1 Introduction

CEDP 2.0, if used as the basis of strategy and implementation of action by the THA and other stakeholders in Tobago, will shape the development of Tobago for most of the second decade of the 21st century.

The first Plan provided vistas of a possibility for the island, which has been realised in part. Those areas of lack of implementation still beckon, according to most stakeholders, as goals worthy of mobilising action over the next five years. Although the THA and other stakeholders have been chastened by the experience, there has been considerable learning and greater sensitivity to the challenges of delivery.

Tobago embarked on its first Medium Term Economic Development Plan for the new millennium in 2006, with strategies geared to fulfil on seven development areas, namely:

Branding Tobago – Clean, Green, Safe and Serene;

Institutional Strengthening and Development;

Business Development;

Social Infrastructure Development;

Physical Infrastructural Development;

Human Resource Development; and

Environmental Sustainability.

The economy of Tobago, like the rest of the national economy, was enjoying relatively buoyant economic conditions when the first CEDP was being prepared. The energy dominated national economy was driven by exports at prices that guaranteed high revenues to the Central Government. Over the period, Tobago benefitted with subventions from the National Government that more or less attained the level set by the Dispute Resolution Commission of 4.03 percent of the national budget.

The key tradable sector of Tobago was performing creditably at the beginning of the last plan, as tourism arrivals from North Atlantic source markets kept on a steady growth path. By 2008, however, following a period of unsettling increases in commodity prices, there transpired the deepest recession that the global economy had experienced since the 1930s.

The underlying strategy of building a more robust and diversified economy in Tobago with manufacturing industry with green credentials being added to tourism was maintained throughout the period of CEDP 2006-2010. However, Tobago as well as the country as a whole, could not escape the contagion of the world-wide recession.

Moreover, weaknesses in the tourism sector resulted in its losing market share to its neighbours, both in the decline and recovery phases of the international industry. The economy of Tobago became essentially services driven, but with the THA becoming the very dominant employer and driver of the local economy, even though not necessarily by choice.

This is the context in which stakeholders reviewed the performance of Tobago over the latter years of the last decade. By and large, there was a consensus that many agencies within the THA did not utilise the plan formally in developing their programmes and projects. However, there was a subliminal connection with the brand – clean, green, safe and serene. The vast majority of stakeholders at the island consultation held in early months of 2012 were agreed that the basic thrust of the plan remains viable and highly relevant in the development of a medium term strategy for the next five years.

In that regard, stakeholders agreed on CEDP 2.0 as indicative of the general commitment to the Clean, Green, Safe and Serene Tobago, but with a sensitivity to the importance of embracing the scientific and technological paradigm of the early 21st century to allow Tobago to catch-up with the front-runners in the international competition.

The plan asserts not only the commitment to green credentials but also a desire to catapult the mass of the population to the technological frontier through their imbibing information and knowledge from the rest of the world, at the same time as the people of Tobago engage in the wider endeavour of contributing to the rest of humanity from their own island space. Although the population is small, they are not daunted by any notion of unimportance, having seen many make their mark on the national, regional and international stage, though hailing from the smallest of villages on the island.

The seven development areas of the first plan have been revisited and an approach developed in CEDP 2.0 such that all Tobagonians can participate in transforming their island, but on terms set by themselves. The country welcomes others as investors and workers to this process of transformation, but in the context of firmly set objectives to be realised by Tobagonians as masters in their own space.

Those joining are therefore welcome guests and potentially new citizenry among a people with a culture that is distinct from the rest of the twin island state. The governance structure that the population aspires to, is based on a togetherness in a unitary state, in which the THA has all those devolved powers to allow the people of Tobago to realise their highest essence in their space.

11 -2 Key Conditions for Achievement of CEDP 2.0

There is a host of deliverables attendant on the achievement of the CEDP 2.0. It is critical to note the most important of these. It is also useful, a priori, to identify pointers as representing the sine qua non of success in the implementation of the Plan.

11 -2-1 Subventions and Fiscal Arrangements

Firstly, there is the matter of resources available to the THA for the implementation of the Plan. At present, resource provision is determined by the formula set by the Dispute Resolution Committee. At the lower limit, this seems to have been determined on the basis of the estimated population of Tobago.

The current debate between the THA and the National Government in respect of the provisions for a changed relationship has to do fundamentally about the funding of the THA and its capacity to raise revenue for the provision of certain public services in Tobago, on the one hand, and the level and nature of the contribution of Tobago to the nation state of Trinidad and Tobago. The calibration of Tobago's entitlements on the basis of the contribution of oil and gas derived from the waters surrounding the Island may well dictate a subvention equal to, or more than that proposed by the Committee that was established by the THA, and which developed a revised draft of the THA Act, to replace Act No. 40 of 1996.

In the final analysis, the resolution of the conflict between the two levels of Government will be based on the adoption of rules set by the principles that THA and the Government agree to observe. Neither set of principles can be deemed to be sacrosanct: there are cases of both, in revenue sharing in intergovernmental relations.

11 -2-2 Planning and Market Place – Resolving Conflicts

The THA and key stakeholders in Tobago have accepted the importance of economic and social planning in the development of Tobago. This ideological orientation has not enjoyed currency at all times. The experience of Tobago over the last thirty or more years of devolved authority has demonstrated how some level of economic planning has transformed an island which was a relative back-water of Trinidad for most of the period since it was placed administratively with latter for political convenience in a colonial dispensation.

There have been market signals which have spurred responses by the private sector in Tobago, in Trinidad and in the rest of the world. However, in the absence of certain initiatives on the part of the THA, some of these signals would have remained much weaker, thereby placing Tobago on lower curve of economic possibility.

In the first CEDP, the THA has demonstrated that it is not averse to being the entrepreneur of last resort or even of first resort. In the latter regard, there is the model demonstrated by the National Government itself in an earlier vintage that led to the creation of Point Lisas and to Trinidad and Tobago as a country punching much above its weight in the international market place with specific commodities downstream of its primary oil and gas resources. The foreign private sector entered the picture on the basis of the lead created by the Government in directly productive activity.

In the case of Tobago, as the THA seeks to resuscitate the tourism sector, the THA itself may well have to become a major player, especially with the land bank that it has created in recent years. Judicious investments on the part of the THA need not be a barrier to the growth of the private sector, and may be the important initial stimulus, without which the private sector may fail to recognise the direct benefits, let alone the transformational potential that might exist.

CEDP 2.0 heralds an expanded role for the THA which is already dominant in the economy of Tobago. The fact is that this may well be necessary in the short to medium term, and has implications for the growth of the labour market, the wage structure and ultimately, the conditions within which the private sector develops. There will be need for sensitivity to prevent the THA from crowding outthe private sector.

Indeed, over the next two to three years, as the Cove Eco-industrial and Business Park attracts new industry and as the THA seeks to increase the hotel room stock, possibly with public/private sector partnerships and business initiatives, the THA may well succeed in crowding inprivate investment. One of the issues that will need to be addressed during CEDP 2.0 will be the timing of the shift to greater reliance on private sector led growth, as some amount of swarming of businesses takes place, putting pressure on the wage structure in Tobago and leading to shortages in the labour market.

Expansion of the role of the THA, along with the revival of tourism and the emergence of an autonomous industrial sector with Cove Eco-industrial and Business Park does raise the issue of the absorptive capacity of Tobago during CEDP 2.0. Wage and other price pressures will mount in Tobago and will trigger labour inflows from Trinidad and further afield. Other pressures are likely in such areas as materials for construction, transport equipment and rolling stock.

It is inevitable that expansion and growth of the economy of Tobago will attract inflows of labour from abroad, and from Trinidad. The increase in the labour force is likely to come from immigration, as much as from the natural increases in the population. Some of these may elect to become residents of Tobago. The assimilation of workers, and new residents and the provision of adequate housing will need to be addressed by the THA.

The implementation of CEDP 2.0 will create resource use conflicts that will manifest in price pressures that can be best relieved by a tight planning framework. However, this is possible only with far better statistical data on key economic indicators on Tobago and available readily to the planners in Tobago. The THA may need to create its own statistical data collection machinery in the event that the CSO remains under-resourced and/or is unable to accommodate to the provision of data for Tobago as a distinct economy in its own right. On the other hand, the THA needs to be properly represented and the needs of Tobago fully addressed, in any restructuring of the CSO as a national statistical agency.

11 -2-3 Tobago Sustainable Development Committee

The experience with the first Plan establishes the importance of some institutional arrangement to supervise and monitor plan implementation. This might be by way of a Committee for marketing the plan among the various publics and then for monitoring the plan. It is imperative that this Committee be established once the THA decides on the implementation of CEDP 2.0.

The marketing of the plan involves ensuring that the various agencies of the THA are well sensitised to their roles in respect of the plan with the hard copy material being placed visibly in appropriate locations in the Divisions of the THA.

All members of staff within the various Divisions must be furnished with copies electronically, and should be made aware of CEDP 2.0 as the general frame with which their respective duties have to be discharged. Moreover, the Strategic Plans of the various Divisions must have CEDP 2.0 as the anchor document.

There is need for at least quarterly monitoring and evaluation reports and then for annual reports that should be put into the public domain, possibly on the presentation of the annual budget of the Assembly. The Committee must be invested with the authority and the resources to conduct its work, including mandating research and reports on particular problems or issues that may surface during the period of the plan. Most importantly, planning in Tobago has to be underpinned by the development of capacity to generate data specific to the economy of Tobago as a distinct economic space. Statistical and econometric modelling must become part of the technical work done on Tobago.

11 -2-4 Personal Security

The matter of personal security and the prevention of crime against the person are imperatives in the attainment of a perception of a society that is safe. The lived experiences of people in Tobago must attest to this, and that sense of safety would be recognised as a reality on the part of potential visitors in source markets from which most of its tourists come.

High detection rates and the certainty of being apprehended and brought to justice for any infractions of the law are one factor in improved security. The other is the elimination of violence as a method of settlement of differences in interpersonal conflict, and the renunciation of violence as a means of securing an advantage between and among citizens and residents of Tobago.

A high level of policing is implied by the strategy outlined in CEDP 2.0. Not only is there likely to be a greater presence of the Police in public, but the monitoring of information on camera in most public space will be a fact of life, to which the citizenry would eventually accommodate, although the initial reaction might well be a sense of invasion of privacy. As the evidence of security improves, the population would come to recognise the benefit to be enjoyed once one observes the law, while others face the penalty should they infringe one's rights to personal security.

11 -2-5 Overcoming the Infrastructure Challenge

The expansion of the economy is possible only if certain infrastructural challenges are addressed. One relates to the port and airport facilities. Tobago requires an upgrade of its port to be able to manage the movement of goods and supplies that will be required in the growth of its tradable sector, especially with the Cove Eco-industrial and Business Park becoming fully operational.

Another infrastructural difficulty is its international airport, and its capacity to process visitors arriving on international flights on long-haul aircraft. The present arrangements are totally inadequate for a location seeking to be seen as a tourism destination in the international travel market.

Given the commitment among its key stakeholders to make Tobago an ICT friendly island and its population information-ready and savvy, there is need for considerable upgrade of the existing infrastructure. Moreover, the industrial park seeks to attract firms for which high speed internet access is critical to their operations. The THA will need to move resolutely on the implementation of these critical infrastructure imperatives.

11-2-6 Socio-psychological Paradigm Shift

One of the key impacts expected in the marketing of the plan is a socio-psychological shift among the population that will have four important effects. Firstly, there will be a greater commitment on the part of the population at large, to the protection and conservation of the environment. Thus, the psychological investment of the population at large will be mirrored in their public and private behaviours in the treatment of the environment. The high standards that should be evident in public cleanliness as well as in conservation approaches will ensure that visitors immediately recognise societal norms which enjoin on them certain behaviours as de rigueur:

"When in Tobago, do as the Tobagonians!"

Another important paradigm shift which would presage the change in the mentality of the vast majority of Tobagonians, is the commitment to the achievement of wellness and good health, by dint of a regime of health-conscious eating habits and the observance of an exercise regime appropriate to one's age and age cohort.

This would be evident in the number of health clubs formed, in the use of the facilities in communities, inclusive of recreation grounds and parks, and in people generally out and about engaged in physical exercise. It is likely that if health and wellness are properly marketed, by the end of CEDP 2.0, there will be a perceptible reduction in the incidence of life style diseases and such problems as obesity in children will be drastically reduced if not eliminated. Moreover, there is the additional benefit of more Tobagonians becoming involved and excelling the international sporting arena.

The third area of a shift in the paradigm has to do with the commitment among the general population to embark on life-long education as a responsibility to oneself, and in order to be able to self-actualise in the new dispensation of the 21st century. The use of the internet will be one indicator, with most Tobagonians acquiring an internet address, and many utilising the world-wide web in self-education and/or in support of programmes that they attend in person.

Not only those in the formal school system, but most adults and in particular young adults and mature persons with years of working life ahead will be engaged in improving their educational status and acquiring training that would raise their capacity in the labour market.

A fourth area is in respect of attitudes to work and to performance on the job. CEDP 2.0 anticipates the establishment of a Tobago Productivity Council. Its success will depend on a willingness of the mass of workers of Tobago to recognise that they have to face the forces of competition, individually and collectively, and their capacity to survive would rely on their productivity vis-a-vis others elsewhere in the world.

11 -2-7 Retention of Youth

Substantial investments have been made and will be made over the period in the education and training of young people. Many of these are to very high professional levels. It is among the entire group of young people that should emerge the entrepreneurs and innovators who, if inspired by the likes of CEDP 2.0 and other initiatives of the THA and other stakeholders, will constitute the motive force for transformation of Tobago.

It is imperative that most of this cadre of young people be encouraged to remain and work in Tobago. This imposes a major responsibility on the THA to provide entry points to economic activity that involves a challenge and creates excitement for young people. This is not about sinecures and secure positions for accessing regular incomes in positions in the THA.

A high premium will be set on the THA and other agencies in Tobago in institutionalising arrangements in which such young people are encouraged to create their own futures on the basis of the exposure provided as they become engaged in economic activity. The facilities for the establishment of micro-enterprises is one element in the approach, but there are others that will need to be developed for unleashing potential and in creating an exciting environment in which young Tobagonians will spurn automatic emigration from Tobago.

11 -2-8 CEDP 2.0 and Cyberspace

An Implementation Plan, with supporting Action Plan, has been prepared and is presented as a separate document, to be endorsed by way of programmes of the THA in the forthcoming and subsequent budgetary or fiscal cycles. Funding and commitment to implementation are key factors, the absence of which reduces any plan to a wish-list of projects, as seen mainly by those instructing the authors of the plan.

The placing of this document in the public media and in electronic mode invites a wider public to review the work of the THA and other stakeholders in Tobago and raises the ante in respect of governance, accountability and transparency. The shelf of officialdom on which hard-copy might have settled in an earlier time period at some distance from the critical gaze of the public, is no longer an option.

The experience has shown that a Government may take a document off its official site, but once it has arrived in cyberspace, there is a high probability that it will not disappear, on removal from the official site. There are no shelves in cyberspace where documents can escape public viewing and review. All contributing stakeholders are likely to be held to account for the implementation of CEDP 2.0, now and in the future.

The present and future generations of Tobagonians will be the judge of those who are responsible for CEDP 2.0. It is highly likely that those entrusted with its implementation would want to be seen as progenitors of a bright Tobago future and worthy intellectual descendants of those who campaigned for the establishment of the THA, and for the devolution of responsibility for its development to the people in Tobago.

11 -3 Tobago's Transformation and the National Economy

The course of the economy from the initiatives under CEDP 2.0 is likely to see Tobago become the stimulus moment in the national economy of Trinidad and Tobago which has suffered decline more recently. CEDP 2.0 is expected to increase the share of the economy of Tobago in the national economy much above 2.0 percent, possibly to 3.0 percent or more by 2017. As a node of growth, it may well surpass expectations and while not becoming the dominant space in the entire country, might become the spatial economy with the highest rate of growth in the national economy over the next five years as Trinidad starts the transition from its present heavy reliance on the its existing tradable sector of gas and oil to a services, knowledge driven economy.

In the short to medium, the rapid transformation of the economy of Tobago may well serve to rescue Trinidad and Tobago from further decline in its rate of growth. In an earlier period, in the economic downturn of the late 1980s, nascent tourism development slowed an otherwise precipitous decline of the national economy. Over the period of CEDP 2.0, Tobago seems set to be a major spatial growth pole for the country, as its tradable sector comprised of a revived tourism and an emerging industrial sector contributes to the diversification of the national economy and the transformation of Tobago.

11 -4 Conclusion

CEDP 2.0 presents the launching pad for Tobago as the country enters the second half-century as an independent nation. Tobago has experienced considerable transformation since the nation state embarked on political independence, much of this since devolution over three decades ago. On the basis of a number of indicators, Tobago is still at the lower end of the national spectrum. The planning process is designed to correct this and bring Tobago up to the national average or better in areas where historically, it has been below par.

CEDP 2.0 can be seen as the first five year period in the economic and social evolution of Tobago over the next fifty years. Tobago has already demonstrated a capacity to complement Trinidad in the development of the nation. Over the next five years, through CEDP 2.0, its role in national development will become even more critical as the imperative of economic diversification emerges as the ultimate survival and revival strategy for the country as a whole.

CEDP 2.0 will be participatory at the same time as it is transformational. The THA has to be transparent and accountable. Its personnel has to be imbued with a sense of responsibility to present and future generations, and have to be sensitive to their role as 'intrapreneurs' in a process of change as Tobago seeks to become a space where the people recognise the need to be competitive in real time in a global economy that is interdependent, but provides better rewards to some rather than others. CEDP 2.0 will allow Tobagonians to acquire their fair share within the nation state, the region and the world.

APPENDIX 1:

Organisations consulted during the formulation of CEDP 2.0 P lan

THE TOBAGO HOUSE OF ASSEMBLY

A.	Office of the Chief Secretary
	1. Chief Administrator
	2. Personnel Administration/Human Resource Management Unit
	3. Management Services Unit
	4. Technical Team, Office of the Chief Secretary
	5. Tobago Emergency Management Agency
B.	Division of Agriculture, Marine Affairs, Marketing and the Environment
	1. Secretary
	2. Administrator
	3. Department of Agriculture - Food Crop Production
	4. Department of Agriculture - Livestock Production
	5. Department of Marine Resources and Fisheries
	6. Department of Marketing
	7. Department of Natural Resources and the Environment
	8. Kendall Farm School
C.	Community Development
	1. Culture Department
	2. Community Development Department
	3. Staff of Black Rock Community Centre
D.	Division of Finance and Business Enterprise
	1. Secretary
	2. Administrator
	3. Fiscal Affairs Unit
	4. Business Development Unit
	5. Cooperative Development Unit
	6. Financial Literacy Unit
	7. The Enterprise Assistance Fund
	8. Enterprise Department
	9. Finance Department
	10. Tobago Cassava Products Limited
	11. Eco-Industrial Development Company of Tobago Limited
	12. Tobago House of Assembly Venture Capital Equity Fund Limited

E.	Division of Education, Youth Affairs and Sport
1.	Secretary
2.	Administrator
3.	Department of Education
4.	Department of Youth Affairs
5.	Department of Sport
6.	Roxborough Multiple Purpose Facility
F.	Division of Health and Social Services
1.	Secretary
2.	Administrator
3.	Litter Eradication Unit
4.	Public Health Services Department
5.	Social Welfare Department
6.	Community-based Environmental Protection and Enhancement Programme
G.	Division of Infrastructure and Public Utilities
1.	Secretary
2.	Administrator
3.	Technical Staff
H.	Division of Settlements and Labour
1.	Secretary
2.	Administrator
3.	Department of Labour
4.	Department of Settlements
I.	Division of Tourism and Transportation
1.	Secretary
2.	Administrator
3.	Technical Staff

PRIVATE SECTOR ORGANISATIONS
Tobago Maxi Taxi Association
Holly's Contracting Service
Lambeau Credit Union
Downtown Taxi Association
Tobago Agricultural Society
Tobago Agri-business Cooperative
Tobago Division of the Trinidad and Tobago Chamber of Industry and Commerce
Mt. Pleasant Credit Union
Tobago Hotel and Tourism Association
Association of Village Councils

STATUTORY AUTHORITIES AND STATE-OWNED COMPANIES
National Petroleum
Water and Sewerage Authority
Trinidad and Tobago Electric Company
Port Authority of Tobago
Town and Country Planning
Solid Waste Management Company Limited
Public Transport Service Corporation
Police Service of Trinidad and Tobago
Agricultural Development Bank
Business Development Company
College of Science, Technology and Applied Arts of Trinidad and Tobago

NON-GOVERNMENTAL AND COMMUNITY-BASED ORGANISATIONS
Tobago AIDS Society
Environment Tobago
Roxborough Police Youth Club

DIVISION OF FINANCE AND ENTERPRISE DEVELOPMENT

Submitted by

KAIRI CONSULTANTS LTD.