

THE ANGUILLIAN DREAM

GROWING HOPE, INCREASING OPPORTUNITY, EMBRACING OUR YOUTH, CARING FOR ALL

It's all about
YOU!



**ANGUILLA UNITED FRONT
MANIFESTO
2015 - 2020 AND BEYOND**

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OUR PROGRAMME TO ADVANCE THE ANGUILLIAN DREAM OF SUSTAINABLE HUMAN DEVELOPMENT AND PROSPERITY FOR THE PEOPLE

STRATEGIC SUMMARY

THE AUF VISION STATEMENT OF THE ANGUILLIAN DREAM

Anguilla will be a harmonious and empowered society, functioning effectively in a healthy environment, enjoying democratic self-rule, a high living standard, steady social and cultural progress, the benefits of full membership in the regional community and high success in the global market.

OUR TEN OBJECTIVES FOR THE ANGUILLIAN DREAM BY THE YEAR 2020

The Anguilla United Front (AUF) will work diligently with the People of Anguilla to develop our community and raise living standards. By 2020, the People of Anguilla will be

1. Enjoying full employment and a prosperous living standard.
2. Owning and running most businesses in a diversified economy.
3. Accessing improved health care, funded by a sound National Health Insurance System.
4. Getting stronger in science, technology, engineering, the arts, culture, civics and ethics.
5. Maximizing opportunities for young people to be their best, to achieve their goals and become outstanding citizens and leaders.
6. Receiving increased protection by a broad, sustainable social safety net that includes health, disability, unemployment and redundancy benefits.
7. Using significant power from low cost renewable sources for electricity and vehicles, and emphasizing climate change strategies in environmental planning and management.
8. Exercising increased democratic self-rule in a united, empowered and patriotic community.
9. Participating effectively in the OECS, CARICOM and global bodies.
10. Realizing the Anguillian Dream socially and culturally, inspired by the Anguilla Revolution and our unique history and culture.

HUMAN DEVELOPMENT STRATEGIES 2015 - 2020

The AUF's aim for 2015 – 2020 is to move us closer to the Anguillian Dream and to:

A

Grow hope, promote harmony and restore optimism especially among our youth.

B

Create a political, social and economic climate suitable to the Anguillian Dream.

C

Achieve full employment, robust growth, higher incomes and higher living standards.

D

Achieve significant constitutional, political, social and cultural advancement.

E

Promote quality and productivity improvements in the public and private sectors.

F

Preserve, enhance and sustainably manage Anguilla's environmental resources.

AUF GUIDING PRINCIPLES, VALUES AND BELIEFS

1. The right to full time employment and a living wage.
2. Meaningful ownership and control in the economy, by the people of Anguilla.
3. Economic and social justice and a safety net for all.
4. Maximizing human potential especially of our youth.
5. Fostering innovation, entrepreneurship and creativity among the people.
6. Sustainable management of Anguilla's resources.
7. Self reliance and the pursuit of excellence.
8. Building hope, social cohesion, harmony and peace.
9. Open, accountable, honest and selfless government.
10. Patriotism, national pride and national consensus.
11. The rule of law, human and fundamental rights.
12. Greater self-determination and regional cooperation.

ECONOMIC AND SOCIAL PRIORITIES FOR 2015 - 2020

The AUF's economic and social development priorities for 2015 – 2020 are to

1. Restore investor confidence and stimulate domestic and foreign investment.
2. Achieve full employment, 5 - 8% growth, increased incomes and productivity.
3. Stabilize and normalize our indigenous banking sector, strengthen the Anguilla Development Board (ADB) and expand credit.
4. Diversify and deepen the economy and expand opportunities especially for youth.
5. Facilitate business success, especially in tourism and promote a higher saving rate.
6. Improve social services especially for senior citizens and other vulnerable persons, strengthen youth, sports and cultural development and expand the social safety net.
7. Reduce violence and crime, increase social harmony and foster national unity.
8. Achieve and maintain a healthy fiscal position conducive to sustainable development.

MEET OUR

OTHLYN

CORA

MCNEIL

VICTOR

Hon. Othlyn Vanterpool

Island Harbour - District 1

Elected Representative for District # 1, Island Harbour, in the House of Assembly for 2010 – 2015. A leader in the community long before entering politics. Commissioner of Scouts for many years. Widely trained and experienced in social work, fisheries and marine resources management and youth development.



Mrs. Cora Richardson-Hodge

Sandy Hill - District 2

Attorney-at-law and founder of CR Hodge and Associates. Driving force behind the Hope Centre in Sandy Hill. In addition to law, she is trained in Environmental Science. AUF candidate for District # 2, East End in the 2010 elections. A competent young professional woman committed to work for the Anguillian Dream.



Hon. Evans McNeil Rogers

Valley North - District 3

Elected Representative for District # 3, Valley North, since 2005. The AUF's Deputy Political Leader and Leader of the Parliamentary Opposition, 2010 – 2015. A Minister in the AUF Administration, which created the greatest period of economic growth and expansion in the history of Anguilla. The Anguilla Community College and the St. James School of Medicine are icons of his work. A graduate of the College of Arts, Science and Technology/University of Technology, Jamaica, and Tuskegee University, Alabama, USA.



Hon. Victor F. Banks

Valley South - District 4

AUF's Political Leader, veteran politician of over 33 years, with 28 as an elected representative, 25 as District # 4 Representative. Minister under three of Anguilla's four Chief Ministers, 16 years as Minister of Finance and Economic Development. Led the 2000 – 2002 recovery. With colleagues, created the greatest period of prosperity, 2003 - 2007. Oversaw more than \$300 million in Government investment in that period. Most equipped to lead the people closer to the Anguillian Dream.



TEAM



EVALIE

CURTIS

CARDIGAN



Mrs. Evalie Bradley

R o a d N o r t h -

D i s t r i c t

5

A first time candidate for elected office and AUF candidate for District # 5, Road North. A retired senior Civil Service manager with a distinguished career including Deputy Director of Human Resources, Labour Commissioner, and Principal Assistant Secretary, Home Affairs. She brings a wealth of knowledge and experience to Team AUF and is ready to represent the interest of the people of District # 5.



Mr. Curtis Richardson

R o a d S o u t h -

D i s t r i c t

6

Committed to the best interest of the people of District # 6, Road South. Well prepared and ready to usher in a new era of representation for Road South with “less talk, more action”. AUF candidate in the 2010 elections. An excellent Mathematics teacher before entering politics. Served as a Special Assistant in the AUF Government of 2005 – 2010, bringing several community projects to District 6, especially Blowing Point. Continued his community work in the last five years, 2010 – 2015.



Mr. Cardigan Connor

W e s t E n d -

D i s t r i c t

7

First time candidate seeking to represent District # 7, West End, as a member of the AUF team. A most outstanding sports ambassador for Anguilla based on his outstanding professional cricket career playing for Hampshire County Cricket Club. Deeply engaged in using sports as a powerful vehicle to develop Anguilla's youth. His passion and work have led Cardy to contest the 2015 elections as an AUF member.



15 POINT

The AUF will work with commitment, passion and purpose to:

1. Restore full employment, diversify jobs, promote the payment of living wages in the lowest paying jobs and set up an effective national minimum wage.

2. Provide relief from the Interim Stabilization Levy and other taxes, which have hurt workers and businesses and depressed commerce, since 2010.

3. Promote the use of unused tourism and other assets to grow business and jobs.

4. Improve air access, expand Clayton J. Lloyd International Airport and Blowing Point Port, build Corito Port, improve the Valley Roads and promote a national bus service.

5. Support local investors with programmes, especially for young entrepreneurs, and promote foreign investment in specific sectors and joint ventures with local investors generally to grow jobs, incomes, wealth and foreign exchange.

6. Champion energy conservation and renewable energy independence, develop and implement a comprehensive climate change strategy.

7. Strengthen public finances – generate surpluses, build reserves, and limit loans.

8. Normalize commercial banking and maintain local ownership in commercial banking; increase the role of the Anguilla Development Board; encourage innovative funding methods and strengthen the overall financial system.

Human Development Mission

2015-2020

9. Provide creative and innovative business support programmes especially for young entrepreneurs.

10. Achieve 5 – 8% annual economic growth, working with business and labour.

11. Expand social benefits for the employed; the unemployed; children; the elderly; and the disabled.

12. Emphasize mathematics, science, technology, the arts, engineering, creativity and business in education.

13. Implement an affordable National Health Insurance System, providing basic health care to all; raise the Health Authority of Anguilla's (HAA) service quality; and strengthen collaboration between the HAA and private healthcare providers.

14. Reduce violent crime, especially gun violence among youth; pursue an overall crime reduction strategy; promote peaceful conflict resolution and mutual respect; strengthen family life, social and gender affairs; improve respect for the law strengthen police-community relations and improve the prison system.

15. Secure an upgraded and more advanced constitution and improve transparency and accountability.



HUMAN DEVELOPMENT PROGRAMME



Section 1: Economic Stabilization, Recovery and Expansion

1.0 FULL EMPLOYMENT, JOB CREATION, LIVING WAGES AND SOCIAL BENEFITS

The AUF in 2015 – 2020 will pursue the following full employment goals

- i) Restoration and maintenance of full employment in traditional and new occupations in all sectors and industries.
- ii) Stimulation of new and diverse jobs and businesses based on science, technology, engineering, and the arts, especially for young people.
- iii) Wages, benefits and productivity increases mutually agreed.
- iv) Implementation of a minimum wage and a wages and incomes policy.
- v) Improved job security and stability and reduction of seasonality.
- vii) Completion of the Valley Sports and Community Centre.
- viii) Development of the Fountain National Park.
- ix) Redevelopment of the other public schools.
- x) Upgrade of the facilities of the Health Authority of Anguilla.
- xi) Development of the National Athletics Track and Sports Stadium.

1.1 FULL EMPLOYMENT AND JOB CREATION IN CONSTRUCTION

We will restore full employment in Construction in 2015 – 2020. Our programme to do so will include

1) A PUBLIC SECTOR INFRASTRUCTURE PROGRAMME

- i) Extension of the Clayton J. Lloyd International Airport runway.
- ii) A Blowing Point Port and Waterfront Development Project.
- iii) The Corito Cargo Port Project to replace Road Bay Port.
- iv) Redevelopment of the Central Valley roads.
- v) The Anguilla Community College (ACC) Campus Project.
- vi) Adrian T. Hazell Primary School Redevelopment Project.

2) PRIVATE SECTOR INVESTMENT PROJECTS

A. EXPANSION AND DIVERSIFICATION OF TOURISM

- i) Timely completion of hotels under construction, facilitation of struggling projects and reopening of closed projects.
- ii) Facilitation of new local tourism projects hurt by the recession.
- iii) Phased construction of hotel projects approved but not started.
- iv) Marinas and water front projects.
- v) Heritage tourism – museums, cultural facilities.

B. HOUSING AND NON-TOURISM REAL ESTATE

- i) An affordable housing programme for first time home owners.
- ii) Additional campus space for tertiary schools.
- iii) Increased housing for medical school students and faculty.
- iv) Retirement homes for purchase and/or lease by overseas Anguillian and non-Anguillian retirees.
- v) Promotion of businesses specializing in the repair and maintenance of buildings.





1.2 FULL EMPLOYMENT AND GROWTH IN JOB SECURITY IN TOURISM

We of the AUF intend to increase employment in tourism and improve job security. Hotel room occupancy presently is below 45%. In the Caribbean it is 65%. To raise the occupancy rate, the AUF will

- i) Urgently expand, diversify and improve air access to Anguilla.
- ii) Work with the private sector to raise average hotel room occupancy up to 65% by 2020.
- iii) Seek resolution of the issue of the closed Cap Juluca villas and other lingering disputes.
- iv) Expand and diversify marketing, including new ways to grow traffic for ten months a year.
- v) Reform the Anguilla Tourist Board (ATB) and improve its role and performance based on a strategic plan.
- vi) Provide strong support to efforts to turn around troubled hotel and other tourism enterprises.
- vii) Facilitate timely completion and opening of hotels and other projects under construction.
- viii) Grow festivals, meetings, the arts, shopping, sports and recreation, heritage and eco-tourism.
- ix) Promote improvements in productivity, service quality and financial performance of the industry.

1.3 JOBS IN INTERNATIONAL FINANCIAL AND BUSINESS SERVICES

Many opportunities exist in international financial and business services. The AUF will

- i) Emphasize captive insurance, intellectual property, trust and estate management services.
- ii) Promote global business support services, such as the outsourcing of various business processes.
- iii) Support ongoing technical and professional education and training of industry practitioners.
- iv) Work with the industry to strengthen and expand its institutional and professional capacity.
- v) Increase the resources of Anguilla Finance.

1.4 JOBS IN TRADITIONAL INDUSTRIES AND SECTORS

The AUF will stimulate employment and new jobs in traditional industries including

- i) Fishing and the Seafood Industry
 - Fish and seafood output will be expanded, especially deep sea fishing.
 - Inshore fishing will be further managed to secure the resources for future generations.
 - Fish and seafood processing will be promoted.
 - Experiments in mariculture will be started.
- ii) Businesses and occupations utilizing non-fishery marine resources will be promoted.
- iii) Priority support will be given to livestock and crop production, agro-processing and marketing.
- iv) Manufacturing, processing, and cottage and craft industry, will be encouraged, especially of construction materials and products, furniture, boats, food, water, gourmet salt and condiments, personal care products, high fashion, toys, home care and décor products.

1.5 JOBS IN TRANSPORTATION

The AUF will

- i) Promote and support further strengthening and growth of competitive locally-based air services.
- ii) Encourage expansion of private jet traffic, making use of the capacity in fixed base operations.
- iii) Make agreements with commuter airlines for services, especially from Puerto Rico, using aircraft of 30 and higher passenger capacity.
- iv) Support further improvement and upgrade of the ferry industry.
- v) Promote a modern Anguillian-owned cargo shipping industry.

1.6 JOBS IN TECHNOLOGY, ENGINEERING AND SCIENCE FIELDS

Technology, engineering and science stimulate change and development. The AUF will

- i) Promote and stimulate the development of e-business and e-government.
- ii) Investigate licensing the government-owned company registration software to third parties.
- iii) Strengthen the Government's Department of Information Technology and E-government Services (DITES).
- iv) Persuade service providers to undertake ongoing upgrades to Anguilla's ICT networks, particularly the broadband infrastructure.



1.7 JOBS IN NEW NON-TRADITIONAL INDUSTRIES AND SECTORS

Innovation and creativity are key factors to achieving economic sustainability. The AUF will promote and stimulate new and innovative business ventures in:

- i) Renewable energy and related businesses.
- ii) ICT products and services, including graphics applications, robotics and animation.
- iii) Cultural and creative products and services.
- iv) International tertiary education; other technical and professional education and training services.
- v) Science, technology and engineering-based businesses.
- vi) Small scale manufacturing and processing.
- vii) Medical, health and wellness services.
- viii) Outsourcing of business processes.

1.8 ONGOING JOB AND ENTREPRENEURIAL TRAINING

The AUF will partner with the private sector to

- i) Expand and strengthen existing job training programmes.
- ii) Expand entrepreneurial and business training programmes.

INCREASING OPPORTUNITIES FOR ALL

Section 2: Stable and Sustained Economic Growth Of 5% – 8%

THE AUF BROUGHT MUCH PROSPERITY TO THE PEOPLE OF ANGUILLA FROM 2003 - 2007. WE WILL RESTORE PROSPERITY.

The following are our goals for growth and development, 2015 – 2020

- 1) Achieve economic growth of 5 - 8% annually.
- 2) Expand and improve the physical infrastructure, generating construction jobs and incomes and help to grow the economy and increase its capacity.
- 3) Increase local and foreign investment, especially in joint ventures.
- 4) Increase per capita income and reduce the number of employed persons earning wages at or below the minimum wage.
- 5) Maintain and protect substantial Anguillian ownership in the economy.

Policy and programme priorities to restore growth and prosperity will include

- i) A Public Sector Investment Programme to stimulate recovery, job creation and growth.
- ii) Investment policy and legislation to ensure major Anguillian ownership in the economy.
- iii) An investment coordinating entity to improve investment marketing and management.
- iv) Upgrade of the Anguilla Development Board (ADB) into a full service Development Bank.
- v) Programmes focused on reducing poverty.
- vi) Greater private sector investment in projects that diversify the economy.





Section 3: Investment for Growth and Development

3.1 THE GENERAL STRATEGY

Six sectors account for about three quarters (75%) of Anguilla's Gross Domestic Product:

- 1) **Tourism – hotels and restaurants.**
- 2) **Financial Intermediation – domestic and global financial services.**
- 3) **Real Estate, Renting and Business Activities.**
- 4) **Government Services (Public Sector).**
- 5) **Transport, Storage and Communications.**
- 6) **Construction.**

Our AUF economic and investment strategy for growth and development will emphasize

- i) Recovery, stabilization and growth of the five leading industry groups in the private sector.
- ii) Strengthening the capacity of the Public Service and statutory corporations to facilitate and enable the achievement of significant, stable and sustained growth.
- iii) Investment, diversification, innovation and growth in other strategic and critical sectors:
 - a) Energy production and supply, focused on renewable energy.
 - b) Expanded, reliable, sustainable water production and supply.
 - c) Steady expansion in music and the other cultural and creative industries.
 - d) Promotion of deep sea fishing, fish handling and processing.
 - e) Expansion of agricultural output, distribution and agro-processing.
 - f) International education - offshore medical and other schools.
 - g) Small scale manufacturing and processing for the domestic market and export.
 - h) ICT, engineering, technology, and other professional services.
 - i) Sports and recreation.
 - j) Call centres and other business process and support services outsourced to third parties.
 - k) Expansion and diversification of Anguilla's culinary industry.

3.2 STABILIZATION, GROWTH AND DIVERSIFICATION OF TOURISM TOURISM VISION 2020

We envisage that our tourism industry will be growing and diversifying; will be sustainable and productive, with many visitors ten months a year; achieving 65% occupancy; and providing secure jobs and fair wages.

PRINCIPAL STRATEGIC OBJECTIVES

- 1) Increase stay-over visitors from an estimated 70,000 in 2014 to at least 130,000 in 2019.
- 2) Increase day visitors from 100,000 in 2014 to at least 175,000 in 2019.
- 3) Increase room occupancy rate from less than 45% to 65%.
- 4) Increase productivity and competitiveness and improve wages and profits in the industry.

PROGRAMME PRIORITIES

- i) Secure, diversify and expand air access that is reliable and sustainable and responds to the needs of visitors, Anguillians and long term residents.
- ii) Substantially increase the tourism marketing budget, re-engineer marketing strategies, and broaden visitor markets, particularly in Latin America and the Caribbean.
- iii) Diversify and expand tourism products and services - festivals, sports and recreation, shopping, entertainment, meetings, incentives, conventions and exhibitions (MICE), heritage and nature tourism.
- iv) Review, reform and strengthen the Anguilla Tourist Board.
- v) Provide ongoing training to achieve the best quality service and visitor experience.
- vi) Improve security and safety.
- vii) Revise and update tourism laws, including hotel licensing requirements and operating standards.
- viii) Review the Sustainable Tourism Master Plan and the progress of its implementation, and prepare and implement a revised operating plan.



3.3

FULL EMPLOYMENT GROWTH IN THE CONSTRUCTION INDUSTRY

CONSTRUCTION VISION 2020

We envisage that by 2020, the economy would have benefitted from several years of full employment in Construction; jobs would be on the increase; new building methods would be in use; costs would be stable; quality and productivity would be improving.

PRINCIPAL STRATEGIC OBJECTIVES

- 1) Stabilization, recovery and growth of the Construction Industry.
- 2) Full, steady and secure employment in Construction.
- 3) Maintenance of a strong local ownership presence in Construction.
- 4) Increased innovation, productivity and quality in building technology and methods.

PROGRAMME PRIORITIES

- i) Raise concessionary finance for government projects including grants and low interest loans from varied sources.
- ii) Phase the implementation of government construction projects as part of a strategy to sustain the industry on an ongoing basis.
- iii) Raise new funding and implement an affordable housing programme at reduced interest rates.
- iv) Increase education and training in construction trades and professions, and diversify delivery methods, including apprenticeship, job training programmes and attachments.
- v) Review productivity and quality and promote quality and productivity improvements in the Construction Industry.
- vi) Promote increases in the local manufacture of construction materials.
- vii) Create a more efficient approval process that facilitates implementation of building projects.
- viii) Strengthen the system of public sector project planning and implementation.
- ix) Promote and support education and training in Leadership in Energy and Environmental Design (LEED) Certification and similar programmes.

3.4.1

RECOVERY AND GROWTH IN COMMERCIAL BANKING AND FINANCE

COMMERCIAL BANKING VISION 2020

We envisage the indigenous banks will be recovered, strengthened and growing, meeting the needs of the People of Anguilla and, with the international banks, facilitating a new period of robust economic growth.

PRINCIPAL STRATEGIC OBJECTIVES

- 1) Recovery, strengthening and expansion of the indigenous banking system.
- 2) Continued significant local ownership in the indigenous commercial banking system.
- 3) Early completion of the ECCB's conservatorship of Anguilla's indigenous banks.
- 4) Determine and implement a strategic plan and programme to further strengthen the indigenous banking system, increase share capital, liquidity, deposits, loanable funds and lending, and deal with secured troubled loans to minimize the negative impact on the banking system.
- 6) Maintain competitiveness in the banking sector.

PROGRAMME PRIORITIES

- i) Consider and decide on the ECCB report on its conservatorship of NBA and CCB.
- ii) Increase the share capital of the indigenous banks to conform to prudential ratios.
- iii) Reform bank taxes, such as the Asset Levy.
- iv) Ensure shareholder representation in talks on the future of the indigenous banks.
- v) Review the role, performance and potential of the commercial banking sector.
- vi) Stimulate an increase in the rate of saving.
- vii) Promote growth in loanable funds and lending.
- viii) Participate in funding programmes for young entrepreneurs geared to existing small business, start-ups and first time home owner mortgages.
- ix) Facilitate continued substantial Anguillian ownership in the indigenous banking sector.
- x) Remove tax regulations that restrict lending, such as the requirement to obtain tax clearance certificates prior to concluding loan agreements.
- xi) Promote and support a programme for ongoing stabilization, strengthening and growth of the indigenous banking sector.

3.4.2

EXPANSION OF ACCESS TO DEVELOPMENT BANKING SERVICES

DEVELOPMENT BANKING VISION 2020

We envisage that the Anguilla Development Board (ADB) will be providing more loans, other types of finance and more technical assistance to borrowers, working closely with other funding agencies.

PRINCIPAL STRATEGIC OBJECTIVES

- 1) Greatly increase access to finance for public and private projects.
- 2) Greatly increase the availability of and access to public and private grants for projects.
- 3) Increase technical assistance support for the public and private sectors and civil society.



- 4) Expand the Anguilla Development Board into a full service development bank.

PROGRAMME PRIORITIES

- i) Broaden the ADB's development banking role and the range of services it provides.
- ii) Greatly increase finance and technical assistance and diversify the sources of such resources used to support indigenous business development.
- iii) Obtain an increase in soft loans, other funding and technical support services from the CDB.
- iv) Raise soft loan funds from other sources to lend for housing and small business growth.
- v) Develop and expand access to non-traditional funding sources, methods and structures.
- vi) Promote funding for large scale projects from agencies like the European Investment Bank.
- vii) Increase and diversify the sources of technical assistance for entrepreneurs.

3.4.3

INSURANCE, FINANCE COMPANIES AND MUTUAL FUNDS

1) INSURANCE VISION 2020

The insurance industry by 2020 will be growing steadily, rates will be competitive and stable, there will be new local investment in the industry and the industry will be well regulated.

PRINCIPAL STRATEGIC OBJECTIVES

- 1) Enable development of additional locally owned insurers and joint local and Caribbean owned general and life insurance companies.
- 2) Implement a sustainable National Health Fund and National Health Insurance System.
- 3) Support the expansion of technical and professional capacity in insurance.
- 4) Encourage customer and community insurance literacy and understanding of insurance basics.

PROGRAMME PRIORITIES

- i) Partner with the industry to develop and implement an insurance industry strategic development plan.
- ii) Create a robust and sustainable National Health Insurance System and Fund.
- iii) Expand education and training to increase the industry's technical and professional capacity.
- iv) Encourage and facilitate new local insurance ventures, especially in life and health insurance.
- v) Ensure that implementation of the new Insurance Act improves standards and enables strengthening and development of the industry.
- vi) Support regulation that protects and strengthens the industry without stifling the promotion and development of locally owned insurance firms.

2) FINANCE COMPANIES VISION 2020

We envisage that small loans by finance companies will account for an increasing portion of total small loans.

PRINCIPAL STRATEGIC OBJECTIVES

- 1) Encourage and support growth in small scale consumer loans by finance companies.
- 2) Develop and introduce novel financing methods for small business development.
- 3) Expand the role and contribution of the non-bank finance firms and lenders in the financial sector.

PROGRAMME PRIORITIES

- i) Undertake a review and market study on finance companies' operations and recommend strategies for the growth of the industry.
- ii) Review and update the laws and regulations that deal with the governance and operations of finance companies.
- iii) Participate in raising low cost finance to assist small scale businesses in fishing, manufacturing, farming, craft industry, and technology .
- iv) Research, identify and pursue novel strategies to increase the funding available for small business.
- v) Strengthen the regulation of finance companies.

3) DEVELOPMENT, MUTUAL, TRUST, ENDOWMENT AND INVESTMENT FUNDS VISION 2020

We envision that existing development and charitable funds will be expanded and strengthened and new investment, mutual and endowment funds will be established providing grants, soft loans and equity for various programmes.

PRINCIPAL STRATEGIC OBJECTIVES

- 1) Promote general development, endowment, mutual, trust and investment funds.
- 2) Increase the flow of grants, soft loans and equity from local and overseas funds to finance local projects and programmes.

PROGRAMME PRIORITIES

- i) Actively partner with the Anguilla Community Foundation to substantially grow its fund.
- ii) Increase access to finance from non-profit and for-profit funds.
- iii) Review and strengthen the Social Security Development Fund (SSDF).
- iv) Achieve an increase in grants and technical support for cultural and community projects.
- v) Raise and provide concessionary finance from various funds, along with technical assistance for innovative and new business projects.





3.5 INTERNATIONAL FINANCIAL AND BUSINESS SERVICES

INTERNATIONAL FINANCIAL AND BUSINESS SERVICES VISION 2020

International financial and business services will be diversified and well regulated, increasing its share of GDP, generating well paying jobs and increased foreign exchange and government revenues.

PRINCIPAL STRATEGIC OBJECTIVES

- 1) Strengthen Anguilla's status as a well regulated financial services centre, meeting world standards.
- 2) Grow and diversify financial and business services, providing more value added services.
- 3) Increase International Financial and Business Services' share of Gross Domestic Product.

PROGRAMME PRIORITIES

- i) Review the industry, create and implement a strategic growth and development plan.
- ii) Strengthen and expand Anguilla Finance to drive the marketing of the industry.
- iii) Implement strategies to take greater advantage of business opportunities in captive insurance.
- iv) Grow and diversify the intellectual property business and make better use of opportunities.
- v) Aggressively promote and develop value added services that deepen and strengthen the industry.
- vi) Ensure ongoing compliance with international tax and financial standards.
- vii) Review and update on an ongoing basis policy, legislation, regulations and standards.
- viii) Support and promote the development of estate and asset management services.

3.6 INTERNATIONAL EDUCATION AND TRAINING INDUSTRY

INTERNATIONAL EDUCATION AND TRAINING VISION 2020

International tertiary education and training will be a significant contributor to the economy.

PRINCIPAL STRATEGIC OBJECTIVES

- 1) Steady expansion of offshore medical education to over 1000 students and development of international nursing education services.
- 2) Grow the international education industry into a major contributor to GDP, employment, incomes, foreign exchange and government revenues.

PROGRAMME PRIORITIES

- i) Encourage and support steady growth in medical school enrollment to exceed 1,000 students.
- ii) Promote a second offshore medical school to be owned by Anguillians and non-Anguillians.
- iii) Support an offshore nursing school as a joint venture by Anguillians and non-Anguillians.
- iv) Promote development of non-residential campus facilities for international education schools.
- v) Work with private partners to expand access to art education and to careers and business in the arts.
- vi) Promote development of a global ICT campus, technology and business development centre.
- vii) Assess the potential and prepare a master plan to grow the international education sector.
- viii) Promote a marine biology teaching and research school affiliated with an established university.
- ix) Facilitate the establishment of a maritime school.
- x) Assess the case for opening a fashion and design school and career opportunities in this field.



3.7

ENERGY TRANSFORMATION

ENERGY TRANSFORMATION VISION 2020

We envisage that by 2020 a significant amount of energy will come from solar and wind sources, and rates for electricity will be falling as Anglec obtains more and more of its energy from renewable sources.

PRINCIPAL STRATEGIC OBJECTIVES

- 1) Steady progress to energy independence with solar and wind energy growing rapidly and electricity from petroleum substantially reduced.
- 2) A substantial reduction in electricity rates.
- 3) Production of solar energy by consumers, with excess supplied to Anglec.
- 4) Introduction of competition into renewable energy production.
- 5) Steady and rapid transition to road transport vehicles powered by renewable energy.

PROGRAMME PRIORITIES

- i) Update and urgently implement the approved National Energy Policy.
- ii) Enact, within six months of assuming office, the enabling legislation and regulations.
- iii) Create an appropriate functional unit to drive renewable energy development.
- iv) Aggressively promote and support the rapid development of a major solar energy project to supply Anglec.
- v) Actively pursue the development of a major wind energy project to supply Anglec.
- vi) Encourage and facilitate electricity consumers to install solar energy systems to supply their power needs and to sell any excess to Anglec.
- vii) Provide varied levels of education and training in renewable energy knowledge and skills, and support job creation in this innovative field.
- viii) Promote and market Anguilla as a centre for renewable energy pilot projects.
- xi) Promote and support the creation of renewable energy businesses by Anguillians, and jointly by Anguillians and non-Anguillians, including setting up independent power producers under suitable conditions.
- xii) Vigourously pursue support from the Clinton Global Foundation's renewable energy initiative.



3.8

WATER DEVELOPMENT

WATER DEVELOPMENT VISION 2020

We will ensure that the public water supply meets the needs of the Anguillian public and is reliable, the Water Corporation of Anguilla (WCA) is financially strengthened and is well governed.

PRINCIPAL STRATEGIC OBJECTIVES

- 1) Provision of an adequate and reliable supply of water at affordable rates.
- 2) Financial strengthening of the WCA to meet its costs and expand the water supply.

PROGRAMME PRIORITIES

- i) Double the volume of water distributed by the WCA via additional supply contracts.
- ii) Separate the WCA's revenue collection system from the Government's.
- iii) Substantially reduce physical water losses and revenue losses and achieve financial surpluses.
- iv) Review and update water policy, legislation and regulations.
- v) Create and undertake a sustainable water supply and development master plan.
- vi) Develop and implement a sustainable financial model for the WCA.
- vii) Improve the water distribution system and greatly increase the customer base.
- viii) Review and determine special rates for water supplied to farmers for irrigation.
- ix) Undertake institutional reform and strengthening of corporate governance in the WCA.
- x) Adopt and employ commercial, technical and financial best practices in WCA's operations.

ADEQUATE AND RELIABLE WATER SUPPLY



3.9 DOMESTIC AND INTERNATIONAL TRANSPORTATION

DOMESTIC AND INTERNATIONAL TRANSPORTATION VISION 2020

We envisage substantially expanding air access and meeting Anguilla's needs, further improving the ferry industry to meet rising standards, promoting locally owned cargo shipping to restore a traditional sector and set up a national bus service to improve transport.

PRINCIPAL STRATEGIC OBJECTIVES

- 1) An air access system and services that meet the needs of the economy.
- 2) Ongoing professional and technical improvement of the ferry service.
- 3) Establishment and operation of an island wide bus service.

PROGRAMME PRIORITIES

- i) Participate in upgrading and expanding the local airline industry.
- ii) Achieve a major increase in air access raising air arrivals ratio to over 33% from under 10%.
- iii) Define and support a joint strategy to greatly expand corporate jet services to Anguilla.
- iv) Undertake a project study, write and drive a bold strategy and business plan and create a national bus service.
- v) Pursue technical, professional, operating and safety improvements of the ferry service.
- vi) Work with the Taxi Association to improve the quality and professional standards of taxi drivers and the taxi industry in general.
- vii) Commission a study of opportunities to invest in sub-regional and regional shipping.

3.10 FISHERIES AND EEZ MARINE RESOURCES FISHERIES AND EEZ MARINE RESOURCES VISION 2020

We envisage that sustainable principles will guide the management of Anguilla's fish and marine resources, and that the fisheries and marine resources industry will be diversified and growing.

PRINCIPAL STRATEGIC OBJECTIVES

- 1) Increase the contribution from fishing and marine resources to Gross Domestic Product.
- 2) Conserve, protect and ensure that Anguilla's fragile marine resources are sustainably managed in keeping with suitable policies and strategies.
- 3) Increase knowledge of the resources in Anguilla's Exclusive Economic Zone (EEZ).

PROGRAMME PRIORITIES

- i) Review the fisheries and marine resources sector, formulate and implement a sustainable development strategy.
- ii) Improve the legal framework with revised laws and policies that include climate change issues.
- iii) Strengthen the Department of Fisheries and Marine Resources.
- iv) Promote and support deep sea fishing, fish processing and fishing port facilities.
- v) Design and implement a fish marketing plan.
- vi) Improve surveillance, research, data gathering and analysis to inform planning decisions.
- vii) Improve the management and maintenance of marine parks.
- viii) Upgrade navigation, communication, safety and rescue systems.
- ix) Review turtle and lobster conservation and inshore fishery recovery and improve management.
- x) Improve the licensing, policing and monitoring of marine resources usage.
- xi) Formulate and roll out an assessment plan for EEZ resources.
- xii) Implement Hazard Analysis and Critical Control Points (HAACP) standards in producing and processing fish and other marine fauna and flora.
- xiii) Promote pilot testing of mariculture projects and support efforts to start new businesses based on proven projects.

3.11 AGRICULTURE AND AGRIBUSINESS VISION 2020 FOR AGRICULTURE AND AGRIBUSINESS

Our vision is that farm output and farm exports will be steadily rising; small scale agro-processing will be growing; marketing will be improved; training, advice, farm inputs and finance will be easier to get.

PRINCIPAL STRATEGIC OBJECTIVES

- 1) Expand and diversify agricultural production, improve production methods, experiment and develop agro-processing and agribusiness.
- 2) Develop and improve marketing of farm output, processed goods for domestic consumption and export and contribute to increased food security.
- 3) Increase farm jobs and improve the knowledge and skills of farmers and farm workers.

PROGRAMME PRIORITIES

- i) Prepare and implement a master plan for the development of agriculture and agribusiness.
- ii) Secure grants, soft loans, equity and venture capital for financing farming and agro-processing.



- iii) Improve the Department of Agriculture, increase extension services and provide more access to finance, skills and material inputs for farming.
- iv) Develop skills in processing and packaging farm output to meet international phyto-sanitary standards, especially for crop exports.
- v) Determine, with farmers, a programme to provide them with water at subsidized rates.
- vi) Implement global Hazard Analysis and Critical Control Points (HAACP) standards in poultry and meat production.
- vii) Increase the export of primary farm output and processed agricultural products.
- viii) Test and transfer proven and creative production and processing techniques to farmers.
- ix) Promote horticulture and lead the development of a national botanical garden.
- x) Improve livestock and poultry raising, prioritize animal health and meat inspection, provide abattoir facilities and promote meat processing.
- xi) Improve cross border animal health control at the ports of entry.
- xii) Promote small scale pilot testing of new farming and agro-processing projects.



3.12 TELECOMMUNICATIONS AND BROADCASTING TELECOMMUNICATIONS VISION 2020

There is robust competition in telecommunications and broadcasting and broadband meets global capacity and quality standards especially for data.

PRINCIPAL STRATEGIC OBJECTIVES

- 1) World class broadband supporting competitive telecommunications.
- 2) Reduced telecommunications rates, comparable to global rates.
- 3) A more positive social impact of radio and television broadcasting.

PROGRAMME PRIORITIES

- i) Implementation of a telecommunications sector development plan.
- ii) Periodic upgrading and expansion of the broadband infrastructure.
- iii) Ensuring a fair contribution by the sector to government tax revenues.
- iv) Analysis of customer demand and of rates and charges for services.
- v) Electricity and Water regulation by the Public Utilities Commission.
- vi) Review of the ownership structure in telecommunications.
- vii) Addition of television broadcasting to Radio Anguilla and review of the business case to transform Radio Anguilla into a state corporation.

3.13 MANUFACTURING, PROCESSING AND CRAFT INDUSTRY

MANUFACTURE, PROCESSING AND CRAFT INDUSTRY VISION 2020

The manufacturing, processing and craft industry sector produces mainly low volume, high value goods for domestic, regional and global markets.

PRINCIPAL STRATEGIC OBJECTIVES

- 1) Growth of creativity, innovation, entrepreneurship in manufacturing.
- 2) Improved access to finance and technical support for new enterprises.
- 3) Replacement of imports and expansion of exports of manufactures.

PROGRAMME PRIORITIES

- i) Approval and implementation of a manufacturing sector master plan.
- ii) A programme of training and technology transfer in manufacturing.
- iii) Manufacturing incentives: finance and technical support for investors.
- iv) New local ventures in high value products e.g. sea salt and spa goods.
- v) Growth of manufactures - furniture, boats, water, building materials.
- vi) Mobilization of soft funding and incentives for local manufacturers.
- vii) Start up of innovative manufacturing enterprises mainly for export.





3.14 ICT AND E-BUSINESS

ICT AND E-BUSINESS VISION 2020

Information and Communication Technology (ICT) firms will be steadily growing and creative and adaptive new e-business enterprises will be set up.

PRINCIPAL STRATEGIC OBJECTIVES

- 1) Develop and roll out an ICT and e-business strategy and development plan.
- 2) Support ongoing innovation, mainly by young people, in ICT and e-business.
- 3) Stimulate the establishment of ICT and varied e-businesses mainly for the export of services.

PROGRAMME PRIORITIES

- i) Prepare and implement an ICT and e-business sector strategy and plan.
- ii) Review and develop enabling policy, legislation and regulations.
- iii) Promote businesses such as ICT consulting, data processing, website services, application and software development, animation and graphics especially among young entrepreneurs.
- iv) Leverage Anguilla's country code domain name of (.ai) to generate services and income.
- v) Determine the overall feasibility of and transform the Department of Information Technology and E-Government Services (DITES) into a self financing state enterprise.
- vi) Assess the business case for licensing Anguilla's company registration software to others.

3.15

THE ARTS, MUSIC AND CULTURAL INDUSTRIES

THE ARTS, MUSIC AND CULTURAL INDUSTRIES VISION 2020

The cultural industries, covering the various arts, will be growing and providing opportunities for young artists most of all, to pursue careers and earn good income from their art, especially foreign currency from overseas tours.

PRINCIPAL STRATEGIC OBJECTIVES

- 1) Create an enabling legal and business framework for the various cultural industries.
- 2) Promote the careers of Anguillian musicians, singers, writers, film makers and other artists.
- 3) Promote growth in the number of jobs and businesses in the cultural industries sector.

PROGRAMME PRIORITIES

- i) Formulate and implement a strategy and a development plan for the cultural industries.
- ii) Implement innovative strategies to develop Anguilla's music industry, including the use of performing artists to market tourism, as they pursue their international careers.
- iii) Enact policies and legislation that promote the arts and culture, notably music, theatre, visual and fine arts, fashion and design.
- iv) Create more opportunities for artists to train and work in their chosen fields of art.
- v) Create a national system for the registration and administration of intellectual property.
- vi) Develop a performing arts complex and upgrade Landsome Bowl into a multi-purpose arts facility.
- vii) Increase training opportunities for artists to hone their talents and develop their all-around skills.





3.16 HOUSING AND REAL ESTATE

HOUSING AND REAL ESTATE VISION 2020

Real estate will be rebounding with prices and sales increasing. Demand for residential housing will be on the rise, with new home building increasing.

PRINCIPAL STRATEGIC OBJECTIVES

- 1) Recovery and return to growth of the real estate sector and an increase in demand for housing.
- 2) Develop and implement a housing strategic plan.
- 3) Create an affordable housing programme for low and middle income families.

PROGRAMME PRIORITIES

- i) Develop and implement a national housing and real estate policy, update the legal framework and create an effective management structure and system to administer the policy and programmes.
- ii) Review the performance of the housing and real estate sector, prepare and implement a diversified strategy and sustainable plan.
- i) Set up a special programme to supply affordable housing for low and middle income families.
- iv) Mobilize finance, technical and other support for residential housing and real estate.
- v) Promote planned residential communities to attract overseas Anguillian and non-Anguillian retirees.
- vi) Offer finance for landowners to develop house lots with roads, electricity and water provided.
- vii) Revise the law to ensure access to landlocked parcels of land.
- viii) Promote Anguillian housing and real estate projects and also ventures with non-Anguillians.

3.17 WHOLESALE AND RETAIL TRADE

WHOLESALE AND RETAIL TRADE VISION 2020

Wholesale and retail trade will continue to be owned and controlled mainly by Anguillians. Policy will be implemented to maintain majority Anguillian ownership in the sector. Import and export procedures will be improved.

PRINCIPAL STRATEGIC OBJECTIVES

- 1) Strengthen policy and laws that limit wholesale and retail trade mainly to Anguillians and restrict entry by non-Anguillian entrepreneurs.
- 2) Improve regulation of the wholesale and retail sector and reform the business licensing system to maintain dominant Anguillian ownership in the sector.

PROGRAMME PRIORITIES

- i) Set policy and enact legislation limiting foreign entrepreneurs in wholesale and retail trade.
- ii) Work with the Chamber of Industry and Commerce to improve wholesale and retail trade.
- iii) Promote duty free shopping to enhance tourism.
- iv) Review the case for a price control system.
- v) Encourage creation of consumer advocacy groups.
- vi) Promote and develop an enabling export trade mechanism and incentives.





Section 4: Fiscal and Economic Management for Development

FISCAL AND ECONOMIC MANAGEMENT VISION 2020

Our vision is that we will significantly rebalance and make the Government's tax system fairer to the public; the Stabilization Levy will be repealed; other tax relief will be granted; tax reform will be started. We will attract substantial investment flows into projects. The AUF's development policies will be producing results, growing the economy and total Government revenues, and achieving and exceeding the target for reserves.

PRINCIPAL STRATEGIC OBJECTIVES

- 1) A major increase in local and foreign investment to create jobs and achieve economic growth.
- 2) Stable growth, full employment, higher incomes, reduced poverty.
- 3) Strengthened Government's finances - growing reserves, limited borrowing and increased resilience to financial and economic shocks.
- 4) Economic affirmative action and empowerment of the People of Anguilla.
- 5) Expansion and improvement of Anguilla's physical infrastructure.
- 6) Creation of an enabling institutional system and suitable climate for sustained economic growth.
- 7) Promotion and stimulation of increased private and public domestic saving.

TAX RELIEF IN THESE HARD TIMES

PROGRAMME PRIORITIES

A.

TAX RELIEF AND FISCAL EASING

We will provide much needed relief to consumers and businesses from some of the tax measures imposed since 2010.

- i) Provide immediate partial relief to employers and workers from the Interim Stabilization Levy and repeal it within 12 months.
- ii) Reduce the Environmental Levy on Anglec bills at least by 2% from 7% to 5% within one year of taking office, to help reduce electricity costs.
- iii) Waive the 40 cents per gallon duty on diesel paid by Anglec and pass on the benefit to consumers, within two years.

B.

FISCAL STABILITY, GROWTH AND BUDGET SURPLUSES

We will restore and maintain fiscal stability and achieve fiscal growth and budget surpluses.

- i) Improve the efficiency and productivity of tax collection to increase the overall revenue yield.
- ii) Implement targeted expenditure cuts and saving of costs, while maintaining service quality.
- iii) Increase government revenue by attracting investment that generates new jobs and additional income.
- iv) Strengthen expenditure control strategies and procedures, review austerity measures.
- v) Review and update the Fiscal Framework for Sustainability and Development.
- vii) Revise fiscal reserves policy to include capital investment, emergency and stabilization funds.
- viii) Consider a cost recovery strategy for public services subject to charges for service.





C. ECONOMIC AND INVESTMENT POLICY AND STRATEGY

1. PUBLIC SECTOR

- i) Create a national sustainable economic and human development plan.
- ii) Improve the model and the procedures of the Medium Term Economic Strategy.
- iii) Build and strengthen capacity in public sector economic and financial planning.
- iv) Outline a firm policy on the expansionary role of the Public Sector Investment Programme in helping to restore robust economic growth.
- v) Review and improve the mechanism by which the Public Sector Investment Programme (PSIP) is determined, financed and managed.
- vi) Develop and implement a growth oriented PSIP for 2015 - 2020.
- vii) Further integrate use of data and information technology in human development planning.
- viii) Review funding strategies, methods and sources, including joint ventures, private finance initiatives (PFI), public-private partnerships (PPP), loans, grants and equity.
- ix) Increase reliance on philanthropy and voluntary service in creating social capital.

2. PRIVATE SECTOR

- i) Greatly improve the investment climate and enhance Anguilla's lure to potential investors.
- ii) Develop and implement a planned investment promotion programme and organization.
- iii) Attract major domestic and foreign private capital to develop for profit and not-for-profit businesses in varied economic sectors.
- iv) Generate and support increased flows of major Anguillian investment, by passing legislation and establishing various incentive programmes for local investors.
- v) Adopt a growth oriented investment policy and support it with enabling laws and regulations.
- vi) Implement an incentives regime to aid local investors to make successes of their businesses.
- vii) Develop policies on competition and prices.
- viii) Consider establishing an industrial standards function and, in time, a standards unit.





Section 5: Social Safety Net and Minimum Wage

SOCIAL SAFETY NET AND MINIMUM WAGE VISION 2020

The social safety net will be significantly expanded and strengthened and a national minimum wage system will be in operation.

PRINCIPAL STRATEGIC OBJECTIVES

- 1) Set up a sustainable National Health Insurance System and Fund providing universal primary secondary and substantial tertiary healthcare coverage for Anguilla's resident population.
- 2) Establish a National Minimum Wage and a system of wage administration and monitoring in keeping with best practices, within one year.
- 3) Expand Social Security benefits to include adding unemployment benefits, increasing disability benefits and increasing coverage of the self-employed.
- 4) Review severance pay, develop and implement a modern severance pay system based on the policy recommendations of the International Labour Organization (ILO).
- 5) Expand social protection services to vulnerable persons and groups, with particular focus on senior citizens, victims of domestic and other forms of violence, financially incapacitated persons, delinquent and at-risk youth.
- 6) Promote business-based pension, provident or savings funds for employees' retirement.

PROGRAMME PRIORITIES

- i) Implement unemployment benefits, expand disability benefits and establish an effective mechanism for covering the self-employed.
- ii) Undertake a study of severance pay systems, revise severance pay policy and legislation and implement an up-to-date severance pay system.
- iii) Review the proposals for the National Health Insurance System, evaluate the various models, select and establish the best system.
- iv) Complete the review and public consultations on a National Minimum Wage and establish a National Minimum Wage within one year.
- v) Establish a system for the regular monitoring and evaluation of the minimum wage and of wages and incomes in general.
- vi) Analyze and establish guideline wage rates for specific trades earning above the minimum wage.
- vii) Expand social protection including the speedy enactment of pending legislation such as the Social Protection and the Domestic Violence Bills.
- viii) Diversify and expand care services provided to senior citizens and establish a system of public support for privately run senior citizens homes.
- ix) Strengthen and expand services and programmes to rehabilitate delinquent youth and provide guidance to at-risk youth.
- x) Encourage employers and employees to create contributory pension schemes or provident funds to be paid to employees during their retirement.



Section 6: Health, Education and Social Development

A. HEALTHCARE DEVELOPMENT

HEALTHCARE DEVELOPMENT VISION 2020

The AUF's programme of healthcare development will improve the well being of the People of Anguilla and enable the Health Authority of Anguilla and private healthcare providers to deliver higher quality and more diverse services, paid for by a sustainable National Health Insurance Fund.

PRINCIPAL STRATEGIC OBJECTIVES

- 1) Improve access by all the People of Anguilla to the highest quality affordable healthcare.
- 2) Develop the Health Authority of Anguilla (HAA) into a customer focused enterprise providing world class healthcare and achieving high standards of governance, financial prudence and professional conduct.
- 3) Improve productivity in healthcare delivery and slow down growth in healthcare costs.
- 4) Establish an effective, affordable and fair National Health Insurance System and Fund.

PROGRAMME PRIORITIES

- i) Establish, within one year, the National Health Insurance System and Fund.
- ii) Work with the HAA to develop a strategic plan, including a sustainable financial model, to raise its standards and productivity to global levels.
- iii) Strengthen working relations between the Ministry of Health, the HAA and private healthcare providers and providers of healthcare education and training to improve healthcare services in Anguilla.
- iv) Evaluate Anguilla's healthcare system, develop and implement an industry master plan.
- v) Improve disease surveillance and monitoring, environmental and port health operations.
- vi) Negotiate improved terms in service agreements with overseas healthcare providers to increase access for the People of Anguilla to tertiary care.
- vi) Prioritize the development of a modern medical complex, with a new hospital as its core, to serve the People of Anguilla and our visitors and to complement medical training entities in Anguilla.

B. EDUCATION AND HUMAN CAPITAL DEVELOPMENT

EDUCATION AND HUMAN CAPITAL DEVELOPMENT VISION 2020

The AUF will provide more resources to education and training and increase access and opportunity at all levels; student performance especially in mathematics, science, technology, engineering, the arts and sports will be rising; relations with educational partners will be stronger; public regard for education will be rising.

PRINCIPAL STRATEGIC OBJECTIVES

- 1) Rapid expansion and development of the Anguilla Community College (ACC).
- 2) Development of a second high school focused on science, technology, engineering and mathematics (STEM), the creative arts and sports.
- 3) Greater learning outcomes notably at pre-primary and primary levels.
- 4) Increased investment in education.

PROGRAMME PRIORITIES

- i) Develop cafeterias and provide nutritionally healthy meals in all public schools.
- ii) Construct, as a top priority, the first phase of the Community College's campus at the Farrington.
- iii) Review the education sector, prepare and roll out a strategic development plan for 2015 – 2020.
- iv) Prepare a project for a STEM, sports and arts high school, secure funding and implement by 2019.
- v) Make physical improvements to primary schools and Albena Lake-Hodge Comprehensive School.
- vi) Strengthen preschool education.
- vii) Prioritize curriculum development and reform.
- viii) Work with the Anguilla Community College in preparing and implementing a strategic plan.
- ix) Develop an appropriate apprenticeship system.
- x) Exploit online education options at all levels.
- xi) Forge close links with the local international education sector.
- xii) Set up education and ACC endowment funds.
- xiii) Promote and develop a maritime school.

CARING FOR ALL -
AFFORDABLE NATIONAL HEALTH INSURANCE



C. SOCIAL DEVELOPMENT SERVICES

SOCIAL DEVELOPMENT SERVICES VISION 2020

We envisage there will be a steady increase in support and protection for socially and financially challenged and at-risk individuals and families; domestic, gang and civil violence, conflict and abuse will be reduced; harmony in the home and the community will be increasing.

PRINCIPAL STRATEGIC OBJECTIVES

- 1) Reduced domestic and gang violence, abuse and civil conflict; and stronger families and stronger communities.
- 2) Increased aid and protection for socially and financially challenged persons and families.
- 3) Greater services for victims and survivors of gang, domestic and civil violence and conflict.

PROGRAMME PRIORITIES

- i) Final consultation and enactment of the Social Protection Bill and the Domestic Violence Bill.
- ii) Review and improve existing public assistance strategies and programmes.
- iii) Implement the provisions of the Social Protection Act and the Domestic Violence Act.
- iv) Pass legislation; design and implement bold interventions to curb gun violence, crime and delinquency; reduce gang influence and offer positive options to youth.
- v) Create and pursue with partners, a long term plan to minimize the conditions that favour gangs and greatly reduce their influence.
- vi) Provide rehabilitation services for the victims and survivors of gang violence and conflict.
- vii) Reduce domestic violence and abuse.
- viii) Review the Social Development Department.
- ix) Work with Anguilla Electricity Company (Anglec) and provide a 'lifeline' electricity supply to qualified consumers.
- x) Expand parenting and family life education; legal aid; financial literacy; civic, cultural and community education programmes.
- xi) Provide a home for girls under state care.
- xii) Supply interim shelter for battered women and children and other domestic violence victims.

D. YOUTH DEVELOPMENT

YOUTH DEVELOPMENT VISION 2020

Job and career opportunities for our youth will be increased; youth entrepreneurship will be growing; and peace and harmony among youth will be rising.

PRINCIPAL STRATEGIC OBJECTIVES

- 1) Greatly reduced gun and other violence, waning gang influence and increased safety of youth.
- 2) Significant expansion of education, training, Jobs and career opportunities for young people.
- 3) Youth business and artistic support programmes.

PROGRAMME PRIORITIES

- i) Grow the Department of Youth and Culture (DYC) especially its business and cultural programmes.
- ii) Lower gun violence and other risks to youth.
- iii) Open more youth and community centres.
- iv) Set up a National Youth Volunteer Corps.
- v) Improve probation, parole, and other programmes.
- vi) Reform policy and law on drug use and reduction.
- vii) Implement "life skills" training for at-risk youth.

E. SPORTS DEVELOPMENT

SPORTS DEVELOPMENT VISION 2020

We envisage that our work will: stimulate the sports and recreation industry generating many educational, career, job and business opportunities for young people; build sports tourism and contribute to a healthier population.

PRINCIPAL STRATEGIC OBJECTIVES

- 1) Improve existing and build new sports facilities.
- 2) Develop sports and recreation to provide jobs and businesses especially geared to our youth.
- 3) Grow sports tourism and diversify the industry.

PROGRAMME PRIORITIES

- i) Furnish land and other aid for a race course and facilities for drag racing and other motor sports.
- ii) Commence development of the National Athletic Sports Stadium and Track at its Quarter site.
- iii) Assist sports associations to complete unfinished projects notably in football, tennis and basketball.
- iv) Upgrade existing outdoor sports facilities.
- v) Improve coaching and other sports programmes.
- vi) Increase training and job opportunities in sports.
- vii) Implement a strategic plan for boat racing and promote marine sports - fishing, sailing, diving.
- viii) Increase support for cycling, martial arts, golf, body-building, fitness, table and card games.

'EMBRACING OUR YOUTH'



Section 7: Environmental Management in Climate Change

ENVIRONMENTAL MANAGEMENT VISION 2020

Climate change issues will be fully incorporated into environmental planning and management and will be fully incorporated and integrated into physical, economic and human development planning.

PRINCIPAL STRATEGIC OBJECTIVES

- 1) Revise existing policies, enact and implement new and enabling environmental laws, regulations and strategies.
- 2) Integrate climate change and global warming issues into environmental management and planning, and physical, economic, social and human development planning.
- 3) Mitigate the risks and impacts of environmental, climate change and global warming events.

PROGRAMME PRIORITIES

- i) Commission studies to assess likely impacts of climate change and sea level rise on Anguilla's environment and society, and determine suitable policies and strategies to reduce climate change, global warming and sea level rise impacts.
- ii) Update key environmental policies in areas such as biodiversity, conservation, energy reform, hazard mitigation and wildlife protection.
- ii) Update environmental legislation on the basis of climate change and global warming issues.
- iii) Revise its mandate and make organizational changes to the Department of the Environment.
- iv) Review environmental planning, develop and implement a revised strategic plan for (DOE).
- v) Further improve the Geographic Information and Land Information Systems.
- vi) Enact and implement the revised Physical Planning Act.
- vii) Complete the final negotiation and delimiting of Anguilla's maritime boundaries.
- viii) Plan and implement key environmental projects on diverse issues such as invasive species, oil spills, sea level rise etc.

**PRESERVING THE
ENVIRONMENT FOR OUR
CHILDREN**





Section 8: Governance, Security, Immigration, Citizenship

A. CONSTITUTIONAL AND ELECTORAL REFORM CONSTITUTIONAL AND ELECTORAL REFORM VISION 2020

A revised constitution will be introduced, the electoral system will be reformed and expanded, democratic participation will be increased, the political climate will be improved, conduct in the House of Assembly will improve and participation in the democratic process will be increased.

PRINCIPAL STRATEGIC OBJECTIVES

- 1) Increased constitutional autonomy.
- 2) A reformed and updated electoral system.
- 3) Greater public participation in governing Anguilla and in determining policies.

PROGRAMME PRIORITIES

- i) Introduce a revised and improved constitution within 24 months.
- ii) Update and modernize the elections system.
- iii) Increase public input into determining national policies, laws, strategies and plans.
- iv) Develop a local government system in Anguilla's villages and constituencies.
- v) Institute an ongoing public education process for greater self-rule and independence.
- vi) Review and revise the Rules and Procedures of the House of Assembly to limit abuse of its privileges and improve its operations.

B. SECURITY, LEGAL AND JUDICIAL DEVELOPMENT SECURITY, LEGAL AND JUDICIAL DEVELOPMENT VISION 2020

We envisage that the legal and judicial system will be improved and strengthened; law and order will be increased, crime and violence will be reduced; and greater security will be achieved.

PRINCIPAL STRATEGIC OBJECTIVES

- 1) A modern, professional, accountable and effective law enforcement system.
- 2) Expansion of capacity in the judicial system and more timely delivery of justice.
- 3) Review of judicial punishment and sentencing.

PROGRAMME PRIORITIES

- i) Expand and improve the capacity of the Police Force especially in crime fighting and community policing.
- ii) Reduce the incidence of crime and violence.
- iii) Make improvements in the court system and consider the feasibility of dedicated courts such as a juvenile and an industrial court to achieve greater speed and efficiency.
- iv) Review judicial punishment and sentencing, imprisonment, parole and probation policies.
- v) Strengthen the attorney General's Chambers.
- vi) Increase access by financially challenged persons to legal services and the courts.



C. CITIZENSHIP, IMMIGRATION AND LABOUR CITIZENSHIP, IMMIGRATION AND LABOUR VISION 2020

We envisage that national pride will be growing, belongingship policy will be updated, a population policy will be in place, labour and immigration policies will be updated and the population will be growing.

PRINCIPAL STRATEGIC OBJECTIVES

- 1) Increased national consciousness, identity, pride, national unity and social harmony.
- 2) A growing population, whose skills and capacities are expanding.
- 3) Improved immigration and labour policies, strategies and control procedures.

PROGRAMME PRIORITIES

- i) Revise the belongingship policy and legislation to qualify grand children to become belongers.
- ii) Review, develop and integrate population, belongingship and residency policies.
- iii) Develop a project to attract overseas Anguillian and other retirees to reside in Anguilla.
- iv) Update immigration and border control policy and strategy and upgrade skills and capacity.
- v) Strengthen labour policy to ensure that eligible Anguillians are given preference in hiring.
- vi) Conduct a detailed review of the work permit system and implement recommended reforms.



D. PUBLIC ADMINISTRATION PUBLIC ADMINISTRATION VISION 2020

The efficiency and effectiveness of the Public Service will be improved and productivity will be increased; innovation, entrepreneurship and creativity will be stimulated and value for money increased.

PRINCIPAL STRATEGIC OBJECTIVES

- 1) A more customer focused, effective, creative, productive and innovative Public Service.
- 2) Enhanced governance and accountability in Public Administration.

PROGRAMME PRIORITIES

- i) Implement ongoing customer service improvement and include as a factor in performance evaluation.
- ii) Strengthen cost control strategies and measures to limit growth in the size of the Public Service.
- iii) Plan and undertake a new Public Sector reform and development project.
- iv) Increase the use of e-government solutions in the Public Service to reduce cost.
- v) Improve staff appraisal and reform compensation policy to place greater weight on performance.
- vi) Determine a programme with the Public Service to pay the arrears of salary owed to Civil Servants.

E. EXTERNAL RELATIONS EXTERNAL RELATIONS VISION 2020

We envisage more active relations with our immediate neighbours and with OECS and CARICOM members.

PRINCIPAL STRATEGIC OBJECTIVES

- 1) Stronger and more active relations between Anguilla and its immediate neighbours.
- 2) Deepen participation as a member in the OECS and CARICOM.
- 3) Develop significant capacity in diplomacy and in international relations.

PROGRAMME PRIORITIES

- i) Expand engagement in the OECS and CARICOM.
- ii) Build closer relations with St. Martin/St. Maarten, St. Barths, the USVI and Puerto Rico.
- iii) Provide training in foreign relations, diplomacy and negotiations.
- iv) Negotiate with the United Kingdom for greater autonomy to take part in regional organizations.
- v) Develop representation to the European Union.
- vi) Expand Anguilla's representative office in Britain.



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