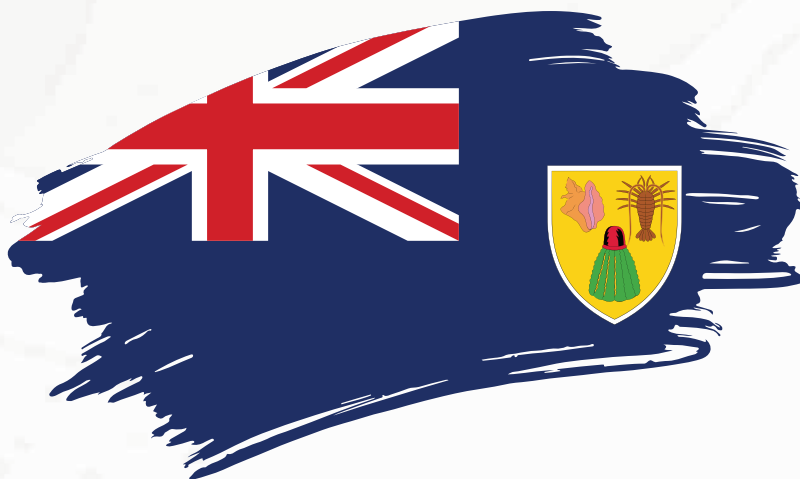




Turks & Caicos ISLANDS

VISION 2040





Turks and Caicos Islands VISION 2040 PLAN

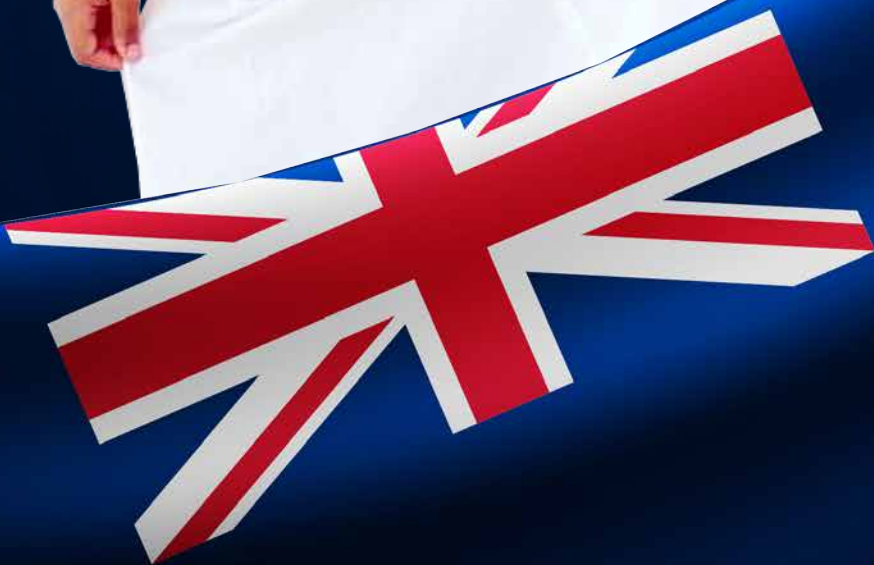
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The Vision

“A high quality of life enjoyed by citizens, residents and future generations.”



Message from the Premier

Honourable Charles Washington Misick, OBE



VISION 2040 MESSAGE

Our superordinate goal is that by 2040, these Beautiful by Nature Turks and Caicos Islands will have achieved developed country status and a robust and sustainable economy in which every citizen will realize an unrivalled standard of living and quality of life.

VISION 2040 is the TCI's plan for the future. It reflects our collective aspiration for the highest 'human development index' that can be supported by the economic opportunities available to the Turks and Caicos Islands. Our goal of 'triple bottom line sustainability' - economic, social, and ecological will be achieved through a governance framework that optimizes our natural resources, human capital, investment climate, development potential, and innovation and technology.

VISION 2040 will guide our development over the next fifteen to twenty years. It is supported by successive Medium-Term Development Strategies (MTDS), which will be updated based on prevailing conditions locally and globally.

The goals, dreams, and broad strategies have been agreed on by stakeholders, including the two major political parties and private sector stakeholders.

VISION 2040 demands high human capital development, equal access, more opportunities, increased security, a cleaner environment, and a more efficient Government.

We will rest once the TCI can provide adequate education and training, high quality infrastructure, first-class Government services, full employment, quality healthcare, housing, and safe communities.


To achieve the VISION 2040 goals requires strong leadership, belief in ourselves, partnership among all stakeholders, and a commitment to stay the course. We

are building on the vision of our ancestors. They wanted a better life for their children, and our sacred duty is to honour them by paying forward the hopes and dreams of future generations.

Our promise is to build a better tomorrow for you, your children, and your children's children. Together, we will build a better country where every child can thrive and every citizen can fulfil their dreams.

The decisions we make today will determine how the TCI story is written.

I proudly endorse VISION 2040 TCI and invite everyone to come aboard as we sail toward a brighter future.



Hon. Charles Washington Misick
Premier of the Turks and Caicos Islands.
2023

Message from the Leader Opposition

Honourable Edwin A. Astwood



VISION 2040 MESSAGE

Over ten years ago, we started to look at a longer-term blueprint for the development of the Turks and Caicos Islands. VISION 2040 is the first long-term development plan designed to create a better, more prosperous, and inclusive Turks and Caicos Islands.

Since the idea for VISION 2040 emerged, different governments have led these islands, and each administration has embraced and provided inputs and ideas. Additionally, the final document has benefitted from the knowledge and experience of wide public consultations and stakeholder participation. This methodical and broad consultation is aimed at ensuring national ownership of the Vision.

All of us may have different political, religious, and other views but we can rally around the vision of “A high quality of life enjoyed by citizens, residents, and future generations.”

VISION 2040 is the vehicle to create a thriving economy where everyone has the opportunity to succeed. The goal is to provide a supportive business climate for businesses large, small, local, or foreign. To create that prosperous future, we must invest in lifelong learning.

To meet the goals articulated in VISION 2040, we need leadership that will work with all stakeholders to drive the process, deliver on every promise, and meet every goal. The performance of the government should in the future be assessed on the achievements of the benchmarks set out in VISION 2040.

The road to 2040 will require vision, sacrifice, hard work, discipline, determination, and most of all unity. The journey will have bumps and obstacles, but I believe that every Islander will rise to meet every challenge and find the will to create a competitive and prosperous Turks and Caicos Islands where every person will enjoy a high quality of life.

I call upon everyone to commit ourselves individually and collectively to the successful implementation of VISION 2040. Let us work together to build a strong, equitable, just, prosperous, and happy Turks and Caicos Islands.

Hon. Edwin Astwood
Leader of Opposition
Turks and Caicos Islands

Developing VISION 2040

The development of the VISION 2040 plan relied on several documents many of which were informed by wide public consultations. These include the National Socio-economic Development Framework (2008 to 2017), the Country Poverty Assessment (2012) and the National Tourism Policy and Strategic Implementation Plan for Turks and Caicos Islands (KPMG 2015 Report). Several sector strategies and plans informed the segments on education, health, and agriculture.

Where gaps remained, these were filled with the help of a technical team drawn from the Ministry of Finance and other Government departments and guided by a consultant with expertise in development planning. These efforts included research and seeking expert knowledge through consultations with Government ministries and departments, other public-sector agencies, as well as with private sector and other non-Governmental representative bodies.

A draft VISION 2040 plan was used to inform the consultations for the preparation of the first Medium Term Development Strategy, designed to achieve the goals set out in the Draft VISION 2040 plan. The inputs from these consultations were also used to update the draft Vision Plan.

The 2016 election manifestoes of the two major political parties – the People’s Democratic Movement (PDM) and the Progressive National Party (PNP), were studied. This allowed us to look at the common themes and confirm that Turks and Caicos Islanders and Residents have the same aspiration for our country!

The outcomes were validated through consultation with the PS Board/Executive Board. This allowed the process to be guided and vetted by the technical heads of Government ministries.

The draft VISION 2040 master plan has been shared extensively with the public and the feedback from the people has been valuable in crafting the final plan.

It was vetted and signed off during a joint meeting of the House of Assembly.



Section I

Introduction



Controlling our Destiny

In the preamble of our constitution, it states that: The people of the Turks and Caicos Islands, as a God-fearing people with convictions based on sound Christian culture, values, and principles, and tolerant of other religions:

Affirm their intention to:

- maintain the highest standards of integrity in their daily living.
- commit to the democratic values of a just and humane society pursuing dignity, prosperity, equality, love, justice, peace, and freedom for all.
- ensure a vibrant diversified economy, work to provide full employment opportunities, and protect their posterity.

In addition, section 18 of the constitution states:

“The Legislature and the Government shall, in all their decisions, have due regard to the need to foster and protect an environment that is not harmful to the health or well-being of present and future generations...”

Our constitution clearly sets the stage for the way we pursue development. Implicit therein is a national vision; but to attain that vision we must engage in effective planning. We cannot leave our destiny and the future of our people to “luck and chance”. We must have a well-crafted and defined roadmap that will guide the development of these islands.

To plan effectively, we must understand the goals set out in the national vision and the constraints to achieving them. We must also prepare and implement a series of medium-term strategies to guide the operation of the public sector towards attaining Vision2040 and to inspire the best efforts of all stakeholders and citizens.

For our efforts to be realistic and achievable, the medium-term strategies must be linked to the public-sector budget. We will purposefully pursue development and put in place appropriate mechanisms for implementing national and sector strategies. We will monitor and evaluate the strategies to ensure that each goal is being accomplished in the manner and time frame set out in VISION 2040.

We Have Come a Long Way

The Turks and Caicos Islands have seen significant transformation in the decades since 1966 when our tiny population was dependent on the salt industry and fishing. The development of the Tourism industry has changed the landscape of our islands and the lives of our people for the better.



Since the opening of Club Med on Grace Bay in 1984, we have experienced a boom in tourism fuelled by foreign direct investments. The growth brought with it better paying jobs, low unemployment, a much higher per capita income, and lower poverty rates. Our people now have access to better education, health care, and enjoy a modern quality of life that is fuelled by a strong and competitive tourism sector including the important high-end segment.

Providenciales is the centre of tourism development prompting citizens from our other islands to move to Providenciales in search of employment and commercial opportunities.

With the fast growth in our Tourism industry, we needed to supplement our domestic labour supply with skilled persons from abroad. As a result, our population has ballooned and has become much more diverse.

Though to a lesser degree than Tourism, the development of an international financial services industry has been part of our development strategy. Turks and Caicos Islands has joined a growing number of British Dependent Territories



(now referred to as British Overseas Territories) and former British Colonies in setting up offshore finance centres. The TCI had to develop alternative economic activity with the closure of the American military base on Grand Turk in 1980 and so the development of the offshore business sector for the Turks and Caicos Islands alongside the tourism industry began. Facilitated by the enactment of the TCI 1981 Companies Ordinance, a modest offshore business industry has served as a second pillar of our economy. Though it has not developed in size and scale as tourism, it is important to the economic growth and stability of the TCI.

Despite our economic and social advancements over the last 50 years, there have been challenges which threatened our ability to sustain the development of a strong economy and our effort to lift our people entirely out of poverty, give them economic prosperity, social dignity and set the Turks and Caicos Islands on a path to attain a high Human Development Index (HDI). At various points along the TCI's development journey, there have been challenges with governance, natural disasters, the 2008 global financial crisis and the COVID-19 pandemic.

These setbacks have contributed to lower economic growth, a deterioration in public finances and higher public debt. Some of our setbacks, were exacerbated because our planning did not sufficiently address how to deal with and recover quickly from catastrophic events.

Efforts to improve planning were made in 2008, with the first long-term development plan – the National Socioeconomic Development Framework (NSEDF) 2008 to 2017. However, its implementation was overshadowed

by the urgent need to restore the health of the TCI's public finances after the global financial crisis.

Fortunately, in the preceding years, we have done much to restore the health of our public finances and create a more sustainable economy. This has been achieved through significant improvements in governance institutions since 2010. A new constitution was put in place, as were several new laws and regulations to promote accountability and transparency. An interim administration appointed by the United Kingdom in 2009, was integral to achieving these advancements. Efforts were made to control public expenditure and improve revenue collection, while we were able to significantly lower our national debt. The improvements helped to set the foundation for the TCI to resume its quest to further improve the standard of living of our people, significantly reduce poverty, fashion a country with unique attributes, a vibrant culture, a thriving, proud and dignified people.

VISION 2040 will provide the guidance on how the TCI sustains and enhances our competitive advantage in the tourism industry while pursuing other opportunities to diversify our economy and insulate the TCI from external shocks. We may be small but must develop a competitive advantage, build resilience to disasters be they economic, poverty, natural disaster, or geopolitical.

The rapid growth and development, especially in tourism have transformed the TCI into one of the most desirable destinations in the world. Regrettably, the people have not benefitted as much as they should from the growth and development of the last fifty years. Too many remain on the margins and barely eke out an existence. Too often, development has led to the subjugation of the culture and social development of our people.

VISION 2040 will be the tool to break the cycle of poverty, lift the standard of living for every islander, give access to quality education, healthcare, and a safe and healthy environment. Our people must reap from the bounty of these God blessed islands, it is their birthright and legacy. VISION 2040 will ensure that our people are at the centre of development efforts.

The mix of policies and programmes will build on the current economic and social successes but with a renewed focus on creating opportunities and prosperity for our people.

Purpose of the VISION 2040 Plan

Our planning must start with a clear understanding of our vision for the future of the Turks and Caicos Islands.

The VISION 2040 plan will:

- Set out our aspirations for the period to 2040.
- Reflect broad long-term strategies for economic and social development that are widely acceptable and would be implemented through to 2040.

Specific strategies and actions for attaining our national vision and rolling out the broad strategies will be reflected in successive Medium Term Development Strategy (MTDS) plans. These will be developed after closer review of the constraints to development.

The successive MTDS plans will reflect the changes in strategies, policies and actions required to achieve the goals of VISION 2040.

Consultations for the development of successive MTDS will focus on what must be done differently in order to optimize progress towards the goals outlined in the Vision 2040.

- Guide the development of successive MTDS.
- Guide the development of strategic plans of line ministries, departments and other public- sector agencies.
- Inspire TC islanders and engender a sense of national pride.
- Serve as the logical starting point as we seek to manage our development processes to get better results and value for our people.

VISION 2040 contains a set of ranked, interrelated outcomes, five sustainable development measurements, and necessary conditions to achieve our ultimate goal of, ***“A high quality of life enjoyed by citizens, residents and future generations.”***

VISION 2040 is focused on long-term strategic goals and outcomes. Successive MTDS will reflect on period specific strategies and actions necessary to achieve the VISION 2040 goals and give force to the long-term strategic considerations. These specific strategies and actions will

depend on the prevailing conditions at the point in time when each specific MTDS document is prepared.

The set of aspirations and broad strategies of VISION 2040 are those agreed on by stakeholders irrespective of political affiliation or specific interest. We have a shared national vision, though political parties and stakeholders may differ on how to achieve it.

VISION 2040

The Ultimate Goal

The one overriding goal that characterizes the vision we will pursue over the period to 2040, can be framed as:

“A high quality of life enjoyed by citizens, residents and future generations.”

We envision our people enjoying a high level of prosperity similar to that of persons in developed countries, and this is certainly within reach by 2040. However, we are all too aware that a high quality of life is more than having high income and wealth.

It is also about: wholesome social interactions among citizens and residents; being able to raise our families in a nurturing environment; going about our daily business, walking or driving on the streets safely and without fear; having an effective and accessible healthcare system; creating strong and enduring partnerships with those who invest in the economic development of this country; being treated with respect and dignity; putting our people in the centre of development efforts and empowering them to take advantage of the opportunities; and making our people understand that these beautiful by nature Turks and Caicos Islands are to be nurtured and protected.

The goal of VISION 2040 is to leave an inheritance for generations to come – not just material goods and personal bequeaths, but a culture that is rich and revered. We will create for the benefit of our people strong moral and social values, strong governance institutions, and a pristine environment that will continue to provide economic value and a foundation for continued wealth creation and prosperity.

We must not burden future generations with high debt, and we want to build up the Turks and Caicos National Wealth Fund which will be an important resilience tool.

As a low-lying country, we must be ever conscious of the risks associated with natural disasters and climate change. Climate change mitigation and climate change adaptation will be important tools to safeguard our future.

To reach the level of human development of advanced countries, we must implement appropriate strategies to achieve outcomes typical for developed countries, including per capita income, educational outcomes, access to high quality health care, and a social security/insurance framework that may include the provision of unemployment benefits.

As a very small and open economy with a limited range of options to diversity the economy, we will need to employ strategies that are very different from those used by much larger developing countries. We will place greater reliance on low debt and high reserves as tools to build resilience.

While these options are limited, we will find other viable ways to gain a competitive advantage in industries other than tourism, especially given risks associated with climate change.

Pursuing Sustainable Development

Our planning must focus on how best to attain the ultimate goal – “A high quality of life enjoyed by citizens, residents and future generations.”

The table below outlines the goals that underpin the sustainable development framework for the Turks and Caicos Islands and will guide our development efforts.

To reach the ultimate goal we must attain five broad inter-related and inter-dependent targets (referred to alternatively as high-level outcomes or dimensions).

Properly balanced, these outcomes, or sustainable development dimensions (SDDs), are:

SDD1	High national income and wealth
SDD2	A socially cohesive society
SDD3	A healthy natural environment, heritage and cultural assets
SDD4	Citizen security
SDD5	Good governance

Our constitution requires us to pursue development in a sustainable way. The affirmation in the preamble and



section 18 of the constitution (discussed at the beginning of this document) makes this clear and aligns well with the five SDDs.

A number of necessary conditions (lower-level outcomes) will contribute to achieving each sustainable development dimension (SDD).

The necessary conditions (NCs) under each SDD may themselves be interrelated and inter-dependent and each necessary condition (NC) may be interrelated or inter-dependent with one or more NCs under other SDDs. Such inter-connections must be considered in arriving at the best path to the attainment of our ultimate goal.

The goals and targets we pursue must be based on tomorrow’s standards. Therefore, our planning must consider global demographic trends, especially those related to our major source markets for tourism; shifts in global economic power and in geopolitics; the emerging realities related to cyber-crime; and new trends in technology, including renewable energy (such as harnessing energy from the ocean).

Among other things, these may have implications for the types of skills required, the way our marketing needs to be oriented, and our efforts to safeguard the security of our residents and visitors. We must anticipate how our competitors will change and from where foreign direct investment may be sourced. Additionally, we must be thoroughly aware of the global agenda for sustainable development.

All of these could influence the range of options available in the future in terms of diversification and must be taken

into consideration as we craft our strategies to remain competitive, promote social cohesion, protect our natural resource base, and fight crime.

An integral element of the sustainable development planning framework is the set of indicators which will be used to track performance. The monitoring and evaluation indicator matrix for assessing our success in attaining the Sustainable Development Dimensions (SDDs) and the Necessary Conditions (NCs) is set out in the first Medium Term Development Strategy (MTDS).

Specific indicators will be used to track performance and outcomes will be closely monitored. We will use information gathered from the monitoring exercises to improve performance, as well as successive rounds of planning and budgeting.

A series of succeeding medium-term strategies will be prepared to help achieve the long-term targets set out in this Vision Document and these may be adjusted from time to time. Successive MTDS documents will set out strategies to reduce the gap between the baseline performance and the targeted performance.

Strategies will be developed by first seeking to understand the reasons why gaps exist, or by analysing the factors that may contribute to less than desirable performance. Once these are understood, there is a greater likelihood of finding appropriate solutions that will be reflected in successive MTDS documents. Solutions may change from period to period as the environment changes, as technology evolves, and as we move to higher stages of development.

Our limited resources are to be spent on the right mix of strategies across the five SDDs. Arriving at that right mix of strategies is the central element of the sustainable development approach. Consequently, an appropriate prioritization and allocation framework will be reflected in the first MTDS and in successive strategies.



Table 1: The Sustainable Development Framework Cascade of Goals

OVERARCHING GOAL

“A high quality of life enjoyed by citizens, residents and future generations.”

SUSTAINABLE DEVELOPMENT DIMENSIONS (SDD)

SDD 1 – High National Income and Wealth	SDD 2 – A Socially Cohesive Society	SDD 3 – Healthy Natural, Environmental, Heritage and Cultural Assets	SDD 4 – Citizen Security and Justice	SDD 5 – Good Governance
NECESSARY CONDITIONS (NC)				
NC1.1 Stable macro-economic environment and resilience	NC2.1 Equitable access to education opportunities, youth development and lifelong learning	NC3.1 Good ecosystems, marine and aquatic resource management	NC4.1 Minimal adverse social and economic factors that help fuel crime	NC5.1 Good technical governance
NC1.2 Export market penetration including tourism markets	NC2.2 Adequate access to health care and optimal health status of the population	NC3.2 Disaster risk management and climate resilience	NC4.2 More effective policing	NC5.2 Good political governance
NC1.3 Appropriate levels of foreign investments	NC2.3 Adequate social insurance	NC3.3 Good management of heritage and cultural areas	NC4.3 More effective administration of justice	NC5.3 Effective Implementation of national plans
NC1.4 Optimal private sector development	NC2.4 Adequate access to housing	NC3.4 Adequate rural and urban planning	NC4.4 National security	
NC1.4.1 Strong tourism Industry as a foundation	NC2.5 Adequate social protection	NC3.5 Adequate waste management and pollution control		
NC1.4.2 Business competitiveness	NC2.6 Decent work			
NC1.4.3 Optimal economic diversification	NC2.7 Strong national identity, culture, and future vision			
NC1.4.4 Adequate access to development finance	NC2.8 Social inclusion			
NC1.4.5 Technological adaptation and innovation, including the use of green technology				
NC1.4.6 Appropriate incentives				
NC1.5 Inclusive growth				
NC1.6 Adequate infrastructure (transportation, roads, ports, energy, water, and telecommunications)				
NC1.7 Adequate skills and capacity to facilitate economic growth, diversification and sustainable development.				

The remainder of this document spells out our aspirations and expectations under each SDD and under each NC reflected in the sustainable development framework cascade of goals. The final section discusses broad considerations and strategies that are to be contemplated beyond the specific policies, strategies, and actions directly associated with each NC.

The final sections also highlight the need to: mobilize and use financial resources efficiently, enhance the framework for budgeting, prioritization, and allocation of limited fiscal

resources, better manage human resources used in the public sector consistent with the programme budgeting thrust, and put in place an appropriate framework for the implementation of the Vision Document and the related successive MTDS documents.



Section II:

SDD1-High National Income & Wealth



SDD 1 - High National Income and Wealth

While we have performed well in the recent past, especially when compared to other Caribbean countries, we still have a long way to go to reach the level of prosperity enjoyed by persons living in developed countries. On average, developed countries have a level of per-capita income that is twice that of the Turks and Caicos Islands. We will therefore seek to attain growth in per-capita income above three (3) per cent per annum over the period to 2040. This will lead to a near doubling of per-capita income.

To achieve this requires sustained real GDP growth of five (5) per cent or more assuming that the population grows at around two (2) per cent. A number of avenues for achieving that level of GDP growth will be pursued including reducing the level of unemployment, achieving full employment (between three per cent and six (6) per cent), and improving productivity and competitiveness.

To be most meaningful, the strategy for growth must be tilted to bring greater benefits to the people, through better compensation, better paying jobs, and greater involvement of TC Islanders in entrepreneurial endeavours. Though the economic growth in the TCI has been robust, the people have not fully benefited from our development to the extent we desire. While many persons have benefitted from development of the TCI over the last fifty years, too many of our people were unavoidably left out. We are now in a stronger position to demand more favourable conditions and more benefits for the people of the TCI.

We have handled various crises including hurricanes, the global financial meltdown, and the COVID-19 pandemic. The great success of the tourism industry since 1984 and its recovery following the 2008 global economic crisis, hurricanes Maria and Irma and the COVID-19 pandemic provides an excellent base to improve income distribution given the opportunity for: further growth of the tourism industry; diversification within the industry; productivity improvements; and the creation of new areas of business that may become increasingly viable as tourism flourishes and the economy expands.

Diversifying the economy has always been a key ingredient of the economic vision for the TCI and the Financial services sector can be a major complementary economic sector to the tourism brand. Deliberate strategies to encourage inclusive growth must therefore be pursued.



Even if we are able to significantly reduce unemployment over the medium term, we will also pursue a high rate of output growth for several other important reasons:

- Economic growth should translate into increased revenue, and in turn there will be greater capacity to expand Government expenditure towards attaining our national vision. Moreover, adequate recurrent revenue growth will increase our ability to provide Government services while minimizing increases in the rate of taxation and limiting growth in debt. Additionally, there will be greater opportunity to set aside resources to build the Turks and Caicos National Wealth Fund which will be an important tool to build resilience.

- A larger economy (accompanied by larger population with requisite employable skills) will allow greater opportunities for economies of scale. This will provide greater opportunities for diversification, and a more diversified economy will contribute to greater economic resilience of the Turks and Caicos Islands.
- Given our current position, growth in the tourism sector will provide a better foundation for diversifying and improving the competitiveness of the industry. Larger number of visitors will make it more viable to diversify source markets and create a more dynamic industry. However, the tourism industry must be carefully managed to ensure that the country continues to benefit from the high-end tourism segment and that the industry remains responsive to market demand within that segment.
- Maintaining competitiveness in the high-end tourism segment is important as a broad long-term strategy to raise the per-capita income level of the country. We will therefore pay close attention to protecting the resource base that has been the key to the industry's success. Protection measures will be complemented by a built environment that will enhance the attractiveness of the country.
- There is much scope to expand tourism by using the assets and attractions of other islands, and fortunately the strength of the industry on Providenciales provides an excellent platform to do so. Developing attractions on the other islands will help to improve and diversify visitor experiences, while providing opportunities to strengthen the tourism product in line with investor interest and our unique attributes.

The Turks and Caicos National Wealth Fund was created and enacted into law in 2017. It is part of the strategy to create collective wealth and build resilience in the economy.

The National Wealth Fund is seeded with surplus revenue from the Consolidated Fund, and acquired and earned from investments.

The Necessary Conditions (NCs) that will contribute to a higher national income and wealth creation are underpinned by four central goals that of VISION 2040:

- Place TC Islanders at the centre of development. This is to be achieved not only through better training, higher education, higher paying jobs, but increasingly through entrepreneurship.
- Create a diversified economy with new economic activities that can give the TCI a competitive advantage, expand our GDP, increase, and sustain living standards. This is the key to increase our income and wealth.
- Create an economy that is resilient to economic shocks as well the risk posed by natural disasters and climate change. This is critical to sustain our ability to earn well into the future.
- Protect and preserve our resource base in order to sustain our way of life and our earning capacity well into the future.
- Guide the development and growth of the TCI with pragmatic Government interventions, support and promotion.



NC 1.1: Stable Macro-Economic Environment and Resilience

The national debt rose from just over 65 million to the highest level of over 214 million in 2012. As a people, we worked hard especially between 2009 and 2016 to reduce the level of the national debt. In 2023, we have no public debt. This was an important endeavour, and it reflected our success in returning our country to stable fiscal operations. An important condition if the TCI is to remain attractive to investors is maintaining a stable macro-economic environment.



As a very small and open economy, some aspects of our macro-economic stability are affected by the economic health of our major trading partners, such as the USA. The critical elements over which we have control are maintaining sound fiscal operations; the stable and sound operation of our banking sector; and resilience in the face of economic and environmental vulnerabilities.

Importantly, to create a stable environment, the government must have the finances necessary to operate a thriving economy, to tip development in ways that will bring greater benefits to TC Islanders, eradicate poverty, build local wealth and fashion a more thriving and cohesive society.

As a very small country, we are vulnerable to economic shocks, climate change, and the impacts of natural disaster. To improve our resilience we must where feasible, pursue economic diversification, together with clear strategies to mitigate the impact of climate change and natural disasters.

These strategies are discussed in more detail later in this document.

This alone will not fortify the TCI. A significant tool in improving resilience has to be good fiscal health.

Accordingly, we will pursue debt levels that are sustainable, minimize our accumulation of debt, and borrow only where this is advantageous. Lower levels of debt will enable the TCI to access credit with greater ease whenever necessary. This will be especially important at times when we will need to deal with adverse unforeseen circumstances.

With significant levels of reserves in the Turks and Caicos National Wealth Fund along with sustainable debt levels, the Turks and Caicos Islands Government, TCIG will have more options and capacity to respond effectively to external shocks, averting major economic fall-out and improving our ability to sustain our way of life and that of future generations.

Managing our fiscal affairs will require maintaining a stable-macroeconomic environment and building economic resilience. In the long run, these two considerations will give us the best chance of achieving other social and economic development goals.



NC 1.2: Export Market Penetration Including Tourism Markets

The current strength of our economy rests on the success of the tourism industry. It is forecasted that the industry will continue to dominate economic activity well into the future. The Turks and Caicos Islands must remain a tourism destination that is highly sought after and must continue its stellar reputation of being among the best in the world. The TCIG will therefore dedicate sufficient resources to ensure that our destination is well known and is marketed adequately as special, unique, offers the highest quality service, and provides a rich experience for all who visit.

Our competitiveness in the high-end segment of the international tourism market has served us well. Therefore, we will strive through our marketing and other efforts to maintain and expand our competitiveness in that segment. At the same time, we will ensure that the other elements of our industry, including the dive and cruise segments, benefit from the TCI's reputation as a high end destination.

To achieve the synergy and success, we will continue to partner with our private sector stakeholders in the tourism industry and the Government will continue to lead the charge in ensuring that there is an adequate and effective framework for promoting the TCI and the industry.

We will position ourselves to generate a steady flow of visitors to our shores over the long term and help TC Islanders take an increasing stake in the industry. Over the medium to long term, the necessary investment will be made to find additional source markets in an effort to reduce risks and improve economic resilience.

To improve our competitiveness and grow all segments of the tourism industry, will require us to carefully understand the sources of our advantage, correctly discern changing international taste and trends, adapt, and fashion the type of tourism product that will allow us to stay ahead of the competition in the segments in which we are strongest. This area is further discussed under NC 1.4.1 – Strong tourism industry as a foundation.

We are cognizant that a strong and resilient economy cannot be built on the tourism industry alone. We will pursue viable avenues for greater economic activity outside of tourism such as in the financial services sector. Such avenues must not however undermine the strength of our tourism industry.

We will find opportunities to build linkages with the tourism industry including those areas that can flourish independently of the tourism industry. Our hopes within this area are further discussed under NC1.4.3 - Optimal Economic Diversification.



NC 1.3: Appropriate Levels of Foreign Investments

The Turks and Caicos Islands will remain an attractive destination for foreign investment in the tourism industry. Since 1984 the tourism industry has been very attractive to foreign investors, and our efforts to sustain this attractiveness will largely hinge on: maintaining the quality of our environment, especially with respect to the coastal marine ecosystem; ensuring high quality visitor experiences; ensuring that the Turks and Caicos Islands remain safe; and supporting other efforts to allow the industry to remain profitable and increasingly attractive.



It will be necessary to keep the hotel plant and other tourism assets fresh and up to date with the evolving taste and demands of discerning travellers. This is vital if the sector is to remain in high demand and compete globally with other upmarket destinations.

Additionally, we want to have a tourism sector which has a reasonable degree of diversity with respect to ownership among foreign investors. This will support greater variety in product styles, visitor experience and help us to avoid monopolistic tendencies in shaping the product.

Our plan for investment in the hotel sector will increasingly be guided in a way that would bring greater benefits to TC Islanders, through a number of avenues including partnerships between local and foreign investors in large projects. The specific strategies that will be pursued in that regard will be reflected in successive MTDS documents based on the assessment of the constraints that exist at

the point that each strategy is formulated. Given limited availability of hotel accommodation on Providenciales compared to the high demand and given the increasing density of tourism accommodation on that island, growth in the tourism sector will have to be fuelled by new investments in accommodation on other islands. This must be supported by the development of adequate road and airport infrastructure.

The Turks and Caicos Islands will become increasingly attractive for investments in non-tourism fields as the tourism sector strengthens and creates the conditions for other sectors to thrive. Our people must be in a position to recognize and take advantage of such opportunities.

However, there may be instances where foreign investments could provide a significant strategic advantage, especially where it contributes to the transfer of technical know-how, and where good demonstration effects lead to behavioural change. Foreign investments will also be pursued to support activities specifically identified to have the potential to diversify and strengthen the economy.

In general, the Turks and Caicos Islands will improve the ease of doing business in the jurisdiction so that our attractiveness to investors goes beyond the natural attributes of our islands. At all times, we will ensure that the nature of investments, and the pace at which they occur, do not undermine the economic value of our natural resource base, nor our attempts to fashion a harmonious society, while being consistent with other planning objectives for economic growth.

NC 1.4: Optimal Private Sector Development

The private sector is the “engine” of production and wealth creation, and its degree of success depends on its productivity or international competitiveness, especially given that we are a small open economy.

We want to build a strong private sector in which TC Islanders play a significant role.

This will not happen overnight, but the TCIG will encourage its growth through policies and strategies that will also promote economic efficiency. By necessity, our modern economy has been driven by foreign direct investments.

Such investments will continue to be critical to the growth and development of the TCI.

We want our people to be inspired by the business success that has been demonstrated before our very eyes and to build on the reputation and goodwill that has been created in the tourism industry. We also want to see greater transformation of our people and more balanced and meaningful partnerships with foreign direct investors. The avenues through which our people will be better positioned to take advantage and be at the centre of economic activity are reflected under the sub-sections below.

Our goal is to fashion an economy in which there is optimal efficiency in the pricing and supply of goods and services, a sound banking and financial system, and an adequate supply of labour. These will support our efforts to become a more competitive economy, minimize the cost of living and, protect consumers.

NC 1.4.1: Strong Tourism Industry as a Foundation

Our tourism sector is world-class, catering mostly to the high-end segment of the market. Bolstering the higher end of the tourism market provides the best chance for sustaining high per-capita income. Therefore, we will take the necessary steps to sustain the industry, and in particular to entrench the high-end image of the destination.

The existing state of the industry provides an excellent base for continued growth, given the opportunity to expand the industry into other less developed islands. By 2017, high hotel occupancy levels, meant that the growth in tourism activity was limited by the lack of accommodation and the inadequate carrying capacity of the country's infrastructure including the then Providenciales now the Howard Hamilton International Airport. By 2017, the airport was catering to passenger flows that far exceeded the projected visitor levels when it was constructed. Supporting and tapping this growth potential within the industry are fundamental to encouraging TC Islanders to take a greater stake in the industry, through investment in large projects and joint ventures with foreign investors or otherwise.

The Howard Hamilton International Airport is a critical linchpin in the quest to expand the tourism industry and



promote long term economic development. We will carefully guard the competitive edge we now have in the tourism industry. To do this, we will keep our tourism product fresh and responsive to market trends and investor interest, while zealously guarding our “high-end” image and protecting the culture and natural resource base on which the industry depends heavily, including the beaches and associated ecosystems.

New investments within the sector must generally help sustain the high-end image and, where possible, contribute to the distinctive character of the destination. To strengthen the industry, we will continue to diversify our product offerings, build on the successes we have enjoyed in beach tourism. Product offerings within other market segments that include weddings, yachting, eco-tourism, community and heritage tourism and MICE (Meetings, Incentives, Conventions and Exhibitions) must be guided to ensure that they contribute to a unique tourism experience for visitors. The existing strength of the tourism industry will also be leveraged to develop medical tourism with a focus on niche areas.

Our cruise product offering will be strengthened and carefully managed so that it benefits from the destination's high-end image without adversely affecting growth of other market segments.

We will diversify our tourism source markets to the extent possible, in order to reduce our vulnerability to external market shocks.

The economic infrastructure needed to support a strong and larger tourism industry, along with the business services that have developed to help the industry and expand the

economy, will also provide a base for developing non-tourism activity as well as other tourism offerings such as medical tourism. This will support our desire for a more diversified and less vulnerable economy.

Our culture and our way of life must be used to help create a distinctive tourism product, and the industry must serve to help restore and preserve our cultural heritage. Our education system must bolster and help expand our competitive advantage in the industry and drive innovation in the sector. Generally, all areas of economic activity must consider the kinds of policies, strategies and actions that will enhance the country's competitiveness in the tourism industry.

NC 1.4.2: Business Competitiveness

A competitive private sector will bolster our efforts to raise our per capita income to the levels enjoyed by developed countries. Various elements related to improving overall competitiveness ranging from appropriate infrastructure to the quality of skills, are highlighted elsewhere in the document and under other specific subsections NC 1.7. Those elements of competitiveness that directly impact enterprises, or that depend on the kinds of actions that enterprises may take, are addressed mostly under this outcome and under other elements of NC 1.4.



Successive MTDS documents will detail strategies to address constraints to private sector development that prevail at the time of the design of the strategy. In general, much is

expected to be done over the next 20 years to address the limitation of our small size.

The formation and improvement of public sector institutions with a mandate to help and encourage small firms to improve their competitiveness and to grow, will be central to these efforts. We wish to see our small enterprises and indigenous investors co-operate where it is advantageous to do so in order to better face competition from the rest of the world.

Cooperation is expected to lead to enterprises achieving better economies of scale in a range of areas including sourcing of inputs, training of staff, and marketing, among others. Such cooperation must contribute to enterprises improving their international competitive advantage.

We want more TC Islanders to invest in large scale enterprises within the tourism sector, as well as in other areas which have good potential for growth and development. This could be encouraged by establishing appropriate institutions to facilitate such enterprises and designing approaches to encourage the pooling of investments.

Our enterprises must also have access to appropriate financing, be able to exploit appropriate technology, and be generally innovative in order to optimize their competitiveness. These themes are further explored under subsequent subsections of section NC 1.4.

Importantly, the Turks and Caicos Islands must not take its successes for granted. To build on and entrench such successes, we must find ways to embed a strong culture of productivity. This will be central to our efforts to raise our living standards, grow and diversify our economy, and encourage greater participation of TC Islanders in the commanding heights of the economy.

As a very small country that is highly dependent on trade, our opportunities for reaping economies of scale in the delivery of goods and services within the domestic market are limited. As a result, we pay higher prices for goods and services than those which exist in larger markets. Also, in some cases, the size of our domestic market, the existing state of technology, and other logistical considerations, do not make the operation of more than one enterprise (or a few enterprises) viable. This puts our consumers at a disadvantage.

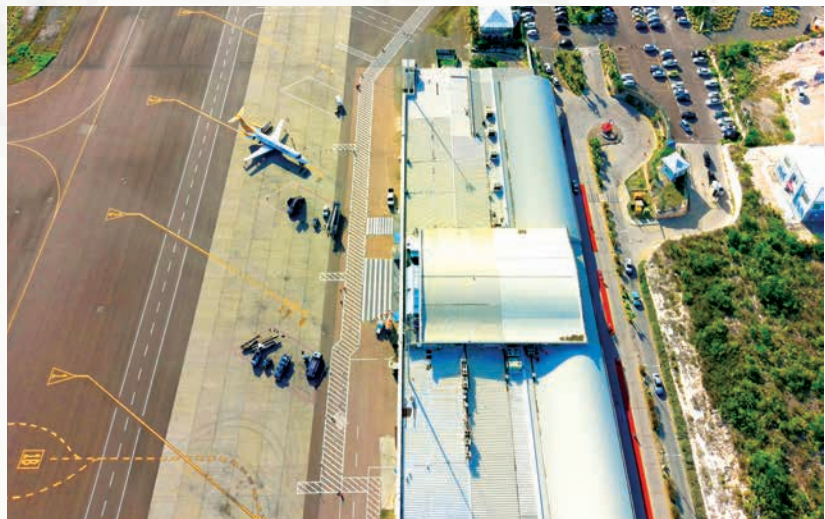
Our goal for VISION 2040 is to steer the economy towards the best market outcomes that would improve our international competitiveness and minimize the cost of living for the people. Growth in our economy will allow us to reap increasing economies of scale. But beyond this, our regulation of the markets must result in the greatest efficiency possible, while contributing to a better environment for our enterprises to enhance their international competitive advantage. Expansion of the port to accommodate vessels with larger loads will reduce the cost of goods and doing business.

Additionally, the market for goods and services must be appropriately regulated to ensure that consumers are protected. These regulations will cover several concerns including health, safety standards, and adequate declaration of contents among others. Regulations in relation to environmental standards will also be important.

To support the expansion of our economy, over the last three decades, our domestic labour supply has been supplemented with imported labour. The continued expansion of the economy and its diversification will require adequate supplies of labour and skills. The limited supply of domestic labour and skills, and the need to import labour have contributed to higher wages, but the nature of our tourism industry – catering to the higher end of the market, has allowed us to maintain such wage levels.

On the one hand, we must encourage high earning opportunities as a necessary element to sustain high living standards, and on the other hand, we need to maintain our competitiveness as an investment location. Doing so requires our labour supply conditions to be appropriate and consistent with other strategies to sustain our competitive position as a nation.

To maintain our competitive position and per capita income level, we recognize that our high labour cost will require us to pursue high net worth activities. Likewise, there must be a strong focus on moving the economy towards the full employment level, while complementary strategies must be devised to attract skills from abroad when needed, and to encourage TC Islanders to have significant involvement in all segments of the labour market. Our Labour Department will work to encourage the smooth functioning of the labour market, including through efforts to facilitate better alignment of job opportunities to skills available on island.



These activities must be complemented with efforts through the education strategy to prepare our citizens to fill jobs that are being created. Importantly, we must cultivate an environment that fosters optimal efforts from, as well as optimal rewards to, employees. Such an environment will contribute greatly to our ability to maintain and enhance our competitive advantage in the high-end tourism segment and gain competitive advantage in other segments of our economy.

NC 1.4.3: Optimal Economic Diversification

Turks and Caicos Islands will exploit all viable avenues to diversify economic activity as this will contribute greatly to our economic resilience. A more diversified economy will also better cater to the aspirations of the citizens to engage in rewarding activity and increase the range of career opportunities for young people. Moreover, as we mount efforts to diversify, there will be more opportunities for greater participation of Turks and Caicos Islanders in entrepreneurial endeavours.

Potential for diversification will be increasingly revealed as opportunities for economies of scale (critical mass) develop through the growth of the economy, and as the economic infrastructure to facilitate a stronger and growing tourism industry leads to the development of other activities. While we will make great efforts to sustain and further diversify the tourism industry, the people of the Turks and Caicos Islands will not take the continuing success of the industry for granted, especially given the risks to the industry as a

result of climate change. This may occur despite our best efforts to avoid environmental degradation and mitigate the impacts of natural disasters.

Hence, we envision a country that quickly assimilates relevant new technology to maintain its place in a competitive world and apply appropriate technology to achieve economic transformation across various sectors. We will seek out sound potential opportunities for diversifying the economy, including the areas highlighted below.

INTERNATIONAL FINANCIAL SERVICES

The international financial services sector has long been a modest source of economic activity in the Turks and Caicos Islands, though the growth of the industry internationally has waned due to concerns over harmful tax practices, money laundering and the financing of terrorist activities.

We will make efforts to enhance the contribution of this sector and in doing so, we will engage in timely research to keep abreast of evolving opportunities in the sector, exploit niche market opportunities and seek to gain first mover's advantage. This will be done while paying attention to the need to create a sector that avoids negative international criticism associated with money-laundering and other practices that harm the security interests of other countries.

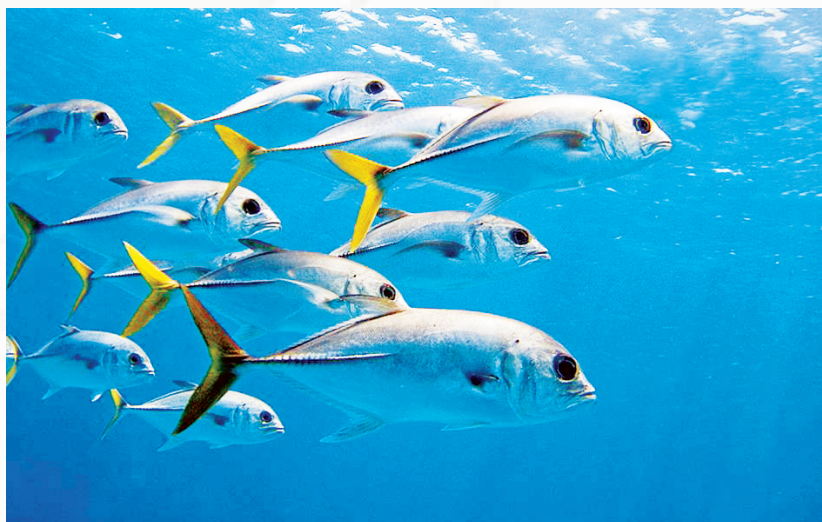


AGRICULTURE, FISHING AND MANUFACTURING

Although agriculture, fishing (including fish farming), and manufacturing have contributed significantly less to our total production of goods and services over the last two decades compared to tourism and offshore financial

services, these sectors will be strengthened so that they contribute more significantly to the economy, its diversification and to food security.

To achieve this there will be efforts to: foster stronger linkages with the tourism industry; encourage and support better organization of activity in order to reap greater economies of scale and scope; provide technical support to entrepreneurs to help them maximize their potential; enhance efforts to improve product standards, certification and consistency of supply; improve internal transportation links between producing and consuming regions; and use the upscale image of tourism to help drive demand.



RENEWABLE ENERGY AND THE BLUE ECONOMY

We recognize that we are yet to fully exploit resources found in our oceans which provide avenues for engaging in activities beyond tourism and fishing and include the potential to generate energy. For example, Ocean Thermal Energy Conversion (OTEC) Technology has the potential to generate energy and water and support more productive fish farming. Other significant opportunities may exist to generate renewable energy through ocean currents, wave motion, and from offshore wind.

Through such rapidly developing technology, the country will seize the potential to develop a "blue economy" over the next 20 years. Generally, renewable energy technologies including those related to solar and wind are also becoming increasingly competitive compared to traditional sources of energy. Their use in the Turks and Caicos Islands will improve the country's competitiveness and energy security, and can contribute to its economic diversification and a cleaner environment.

APPROPRIATE POLICIES AND INSTITUTIONAL STRUCTURE TO SUPPORT DIVERSIFICATION EFFORTS

The Turks and Caicos Islands will therefore put together the relevant institutional structures and long-term policies that will facilitate economic transformation. Importantly in that regard, our education policies and strategies will evolve to focus beyond the immediate needs of the economy and the skills needed to support a thriving tourism industry. They will also consider the skills that may be needed to support economic diversification, such as the development of a blue economy.

As well, there will be focus on those skills that will help our people to be perceptive, creative, and entrepreneurial. We will develop institutions that are flexible and adaptable and that can identify enterprises with good potential for success and that can help nurture them until they mature.

Appropriate incentives to facilitate optimal economic transformation spanning the areas of adequate access to finance, assimilation of technology and innovation, and other incentives will be put in place. These will be reviewed frequently and adjusted as necessary to ensure that they are relevant, efficient, transparent and can lead to sustained competitive advantage.

NC 1.4.4: Adequate Access to Development Finance

Access to financing for investment is expected to pose the most significant challenge towards the greater involvement of more TC Islanders in entrepreneurial activity within a reasonable timeframe. Our strategy to increase access to financing will play an important role in fostering social mobility and creating a more socially cohesive society. Our efforts to support this greater involvement of TC Islanders in investment opportunities must be multifaceted, efficient, and transparent. Developing institutions and strategies to encourage the pooling of resources among TC Islanders will be important, as this will inspire more and better partnerships between TC Islanders and foreign investors.

Access to credit will remain an important avenue, so the ease with which our people can access financing will be improved. Access to venture capital will be critical to allow emerging enterprises to have a greater chance of success

and reduce the risks to them being overleveraged. Alongside opportunities to access financing, TC Islander enterprises with good potential to be internationally competitive will be provided with appropriate types of business development support as well as advisory and coaching services that will increase their chances of business success.

Access to appropriate financing is an important enabling condition for output growth in most countries, but the challenges are amplified in smaller markets where the opportunities to spread risks are more limited. To address such challenges, we must carefully understand the opportunities that may present themselves at various points in time and the constraints faced. Hence, from time to time, we will need to pursue strategies to reduce risks, improve organization, and provide incentives that are effective. Such strategies will be reflected in successive MTDS.

To support effective financial intermediation/compliance, we must maintain sound correspondent banking relations with banks in key international financial centres. We must take steps to minimize risks to these banks as they seek to comply with regulations in their host countries that are intended to address harmful financial transactions including money laundering and the financing of terrorist activity. Addressing the challenges associated such “de-risking” is particularly important given the potential impact on financial inclusion, particularly for vulnerable communities and the associated challenges for the development of domestic capital formation institutions.

NC 1.4.5: Technology Adaptation and Innovation including the use of Green Technology

We will apply better and appropriate technology to support our efforts to increase per-capita income levels and create a more diversified economy. We will also use green technology to help protect the integrity of the environment given its intrinsic value to health, social and recreational purposes, and above all to economic growth and development. We will remain a responsible and respectable member of the international community and will contribute to global efforts to reduce environmental degradation. The boundaries of science and technology innovation are continuously being pushed

and there is a great likelihood that these outcomes can be achieved simultaneously.

Being innovative goes beyond the sphere of science and technology. It includes finding easier, faster, and more efficient ways to perform tasks, crafting products or services that are more attractive to customers to give us the edge over our competitors, our people must therefore be innovative, and our education strategies must contribute to this outcome.

Therefore, we must create an appropriate framework to encourage innovation, including putting in place adequate public-sector institutional arrangements, the provision of incentives and the legal framework to address copyrights, patents, bankruptcy, and insolvency. While this framework must seek to reduce risks to innovators, it must also minimize the opportunities for innovators to be irresponsible and wasteful.

NC 1.4.6: Appropriate Incentives

Our incentive regime must encourage greater levels of investment subject to considerations regarding sustainability. Our incentive programmes must complement not work against the free-market mechanism and must minimize negative externalities/side-effects. In the long run, incentives must be consistent with the efficient allocation of resources, while contributing to the achievement of sustainable development.

Incentives to encourage foreign direct investment over the next 20 years will continue, but much focus will also be placed on encouraging greater investments by TC Islanders. Incentives geared to TC Islanders will be reflected in various policies and strategies including those related to access to finance, business development support, tax incentives, and training assistance, among others.

While tax incentives to foreign direct investors may remain important over the period, the regime will be reviewed from time to time to ensure that they are relevant. Any tax incentive must be necessary to attract investments, especially considering the level of market differentiation and the appeal of the given industry segments, and they must be consistent with the speed at which the Turks and Caicos Islands wishes to attract investments into the jurisdiction in general and the specific island locations in particular.

Our incentive regime must also encourage efforts to mitigate and adapt to climate change. Our incentive regime will be designed to improve the environment and encourage benefiting enterprises to enhance their productivity and international competitiveness.

NC 1.5: Inclusive Growth

We envision a country in which development efforts focus on bringing greater benefits to the people. As a people, we value our partnerships with foreign investors, and understand that such investments must be mutually beneficial. But our existing circumstances allow us to tilt the balance of development so that greater benefits will accrue to TC Islanders.

The opportunity for more inclusive growth will happen as we seek to expand and diversify the economy into new industries and improve its competitive advantage. Inclusive growth is an essential element of our strategy to create a more cohesive society. In turn, greater social cohesiveness would increase our ability to sustain and increase our capacity to earn and generate wealth.

We expect that as citizens and residents feel more included, they will play a greater part in the development of the country, in protecting the resource base on which our earnings depend, and in keeping our islands safe. The greatest manifestation of exclusion is poverty, and so we are determined to progressively reduce this scourge by 2040.

Our efforts to create a more inclusive society must go well beyond the elimination of poverty. We envision a country where a majority of TC Islanders can earn at levels that would propel them into the middle class – characterized by aesthetically pleasing housing and other desirable attributes.

However, inclusiveness transcends our ability to meet our physiological needs. TC Islanders must therefore be proud of their country and must see themselves as valued; not just as labourers but also as managers and owners. A large number of migrant workers have also been welcomed to help us build a strong country, and they too must be able to meet their material needs and be valued as an important part of our community.

Much effort will therefore be made to build a more inclusive society, and one of the best opportunities for doing so is

to infuse equity and inclusiveness considerations into our growth policies and strategies. These policies and strategies must be consistent with mechanisms to achieve the efficient and equitable allocation of resources.

These policies and strategies will be detailed in successive MTDS documents, as they are expected to vary depending on the prevailing conditions and trends. Some will focus on encouraging better earnings and a greater variety of job opportunities, while others will focus on encouraging entrepreneurship.

Policies to encourage more investments by TC Islanders will include: reserving areas for investment by Islanders; encouraging better partnership between Islanders and foreign investors; encouraging better linkages between foreign-owned enterprises and businesses owned by TC Islanders; supporting better business and investment organization; and building trust among TC Islanders. The strategies to be developed in relation to other sub-elements of NC 1.4- Optimal private sector development, will greatly focus on enabling TC Islanders to benefit more from growth.

NC 1.6: Adequate Infrastructure (Transportation, Roads, Ports, Electricity, Water, and Telecommunications)

Our infrastructure must be relevant, modern, adequate, and world-class by 2040.

Significant investments in airport infrastructure alongside other strategies, catapulted our tourism industry to what it is today. To maintain our competitive advantage in the industry and push the boundaries even further, we will ensure that our airport infrastructure is adequate and facilitates seamless travel throughout the Turks and Caicos Islands for residents and visitors.

The Howard Hamilton (Providenciales) International Airport has served us well, but it has exceeded its capacity limitations. Work has started to expand the airport as part of a massive redevelopment programme which will continue over the next several years.

This will include construction of: a new turn pad; a much larger apron to accommodate the parking of more aircraft; a larger passenger terminal; airside taxiways for arrivals

and departures; a new passenger terminal and increased parking. Significant upgrades will also be made to the Jags McCartney International Airport in our capital Grand Turk. The goal of our VISION 2040 plan is to ensure that the TCI has adequate capacity to serve the needs of our people and the tourism industry well into the future.



Additionally, there is the potential to diversify economic activity through fixed-based operations (to provide aircraft re-fuelling and other services utilizing airport infrastructure on Grand Turk which is situated along the natural path for long-haul flights between Latin America and Europe.)

Like our airports, our seaports are a critical plank in the development of the Turks and Caicos Islands. Our ports are the conduits for both domestic and international trade. As an import dependent country, our ports are the life blood of these islands and the wellbeing of our people. Almost 100 per cent of building materials and foods are imported. The same is true for tourism where materials for construction of resorts and consumer items are imported. About 95 percent of all imports come through South Dock.

The modernization and expansion of our seaports and in particular the redevelopment of South Dock are critical to the VISION 2040 Plans. Currently shipping costs are very high, since vessels have to wait for long hours to use the only berth. The South Dock redevelopment will include: a new cargo terminal with three berths to accommodate two ships, a deeper turning basin to accommodate larger merchant vessels; a massive container yard. With more berths and the capacity to accommodate larger vessels, economies of scale will reduce shipping and freight rates. The improvements to seaport infrastructure will also



contribute to enhancing the competitiveness of our tourism offerings including through expanded and better services for cruise ships, yachts and ferries.

Digitization of port operations is also a major component of the VISION 2040 plans.

As a country with five inhabited islands and a thriving tourism industry with high-end and high net worth visitors, a modern, efficient, and reliable communication infrastructure is a necessity. A good communication network is important for greater integration of our chain of islands, to facilitate family interactions and allow for greater ease of access to social services including education and health.

In order to live meaningful and productive lives our people, must have access to infrastructure such as roads, streetscape, sewerage, water, and energy. These must be provided cost effectively. In addition, they must be safe, clean, green and adequate to meet the needs of an expanding high-end tourism industry. Importantly, better and expanded infrastructure will increase the potential for greater diversification within the tourism sector as well as for the production of goods and services outside of that sector, and this must be reflected in our infrastructure planning to the extent possible.

We will put great effort into making our utility infrastructure more resilient to natural disasters. Options could include the running of electric power and telecommunications lines underground. The Government will encourage dialogue among all stakeholders including utility companies, and the public sector to carefully study the potential net benefits of various options and the adequate financing

and implementation of desirable options. Discussions will among other things focus on how to share responsibility and risks among appropriate stakeholders (public-sector and private-sector), as well as for the timing and sequencing of interventions not only with respect to sub-phases for improving resilience of the utility sector, but also to the implementation of other public or private-sector led projects that could encompass roads, ports, sea-defence, urban renewal, and other infrastructure. Strong disaster and climate change resilience considerations will be embedded within planning and implementation plans for all public-sector infrastructure projects.

We will improve our land transport infrastructure and transportation services given the potential for this to contribute to improved economic efficiency, greater economic growth, and better social connection among our people. With respect to road infrastructure, a potential to link the main islands from Providenciales to South Caicos via a road (Caicos Turnpike) has been discussed since the 1960s. We will take action over the next 20 years to make the Caicos Turnpike a reality, having already built a causeway between North Caicos and Middle Caicos.

This road infrastructure will significantly enhance our opportunity for economic growth, and it would provide greater opportunity for the people of Turks and Caicos Islands to enjoy the beauty of the country. This backbone road infrastructure will: provide greater opportunities to attract investments to other parts of the country.

This will reduce environmental pressure on Providenciales; make unique tourist attractions (such as the limestone caves in Middle Caicos) more accessible to visitors, thus enhancing the appeal of our destination; facilitate better movement of human resources among the islands; facilitate better social interactions and support, especially within families where some members work on different islands; make the provision of and access to Government services easier, especially education and health services; contribute to our competitiveness by creating opportunities to develop, rationalize and enhance sea and airport infrastructure and services; and facilitate the improved importation, transportation and distribution of energy, including fuel, as the road will improve access to deeper ports that can accommodate larger ships.

Attention will also be paid to enhancing our ground transportation system and improving road infrastructure

to ensure better physical connectivity. Our public transportation system must keep pace with the needs of the economy and the demands of our population. Considerations will include, encouraging and facilitating safe, sufficient transportation options, including taxis and bus services. This will reduce the waiting time for citizens and visitors.

Better organization of public transportation will allow for greater mobility of the work force and other road users, thus generally contributing to greater economic efficiency. Additionally, an organized and efficient public transportation sector will reduce: traffic congestion, pollution and the cost to households which choose to use public over private transportation.

To arrive at such desired outcomes, appropriate policies and interventions will be designed including those to reduce environmental pollution and encourage high standards of service. Interventions will be pursued where an overall economic return is expected.

Also, the public sector must have adequate buildings from which to provide services efficiently and safely. Such spaces must contribute to national identity and the attractiveness of the country.

We will take the necessary actions to preserve our low-lying islands for the benefit of future generations, and as part of such efforts, we will construct the necessary infrastructure to manage waste, mitigate the impacts of natural hazards and adapt to the expected impacts of climate change.



NC 1.7: Adequate Skills and Capacity to Facilitate Economic Growth, Diversification and Sustainable Development

Our efforts to grow and diversify the economy and pursue sustainable development outcomes must include the development and use of relevant skills. This requires us to not only provide high quality early childhood and basic education as a foundation for developing such skills, but to also encourage the development of specific technical skills that can be used to improve the competitiveness of the vital tourism industry and the economy in general, as well as those that will help us to diversify our economy.

Our education policy must be forward looking and complement other policies for growth and sustainable development. Education is important to help position TC Islanders to benefit more from economic growth. More equitable access to relevant education will be important to position our people to access the high paying jobs especially within the tourism industry. Education is one of the greatest avenues for pursuing inclusive growth and fashioning a socially cohesive society, an area that is further discussed under NC 2.1. Efforts to provide equitable access to education will be intertwined with those to develop relevant skills.

In seeking to develop relevant skills, we will pursue several outcomes. To begin with, our education system will demand high performance from students. This will serve us well as we seek to develop the culture of excellence that is necessary to strengthen and maintain our competitive advantage in tourism services and becoming competitive in related and new areas of economic activity.

Teaching must become a prestigious and valued profession in the Turks and Caicos Islands, attracting teachers at all levels who are from the Turks and Caicos Islands and who are competent and well prepared to provide high quality education to our children and guide the development of the nation's young people. Our provision of education will go well beyond academics and will include the cultivation of appropriate vocational skills, as well as attitudes toward work and entrepreneurship.

Our teachers must model the behaviours we wish to see and must strive to expand the boundaries of possibilities in the minds of our people, encouraging them to discover new avenues to engage lawfully and profitably in economic activity. Our people must be prepared for lifelong learning.

Our children must be equipped with the skills and attitudes to unleash their creativity. This will be critical if we are to significantly diversify our economy. At the same time, there must be adequate focus on skills, including music and the arts, which can add value and enhance the competitiveness of the tourism industry. In that regard, much emphasis will be placed on our basic education curriculum to provide appropriate foundation skills.

Higher education shall include the teaching of technical skills that can allow us to maintain and enhance our competitiveness in tourism, and exploit opportunities that are emerging in the economy in general. How well the nation perceives these opportunities will depend greatly on our success in shaping young minds to be creative and entrepreneurial.

Our success will also depend on our attitude towards engagement in some types of work and careers and our educators must be at the forefront of changing attitudes. Teacher Training/Recruitment will be a critical part of the VISION 2040 Plan.

We will encourage our tourism sector and other successful enterprises or groups of enterprises to invest in in-house training and create strong ties with our institutions of higher learning. To achieve success public/private collaboration in identifying and harnessing the skills needed to fuel a dynamic economy is important.

Strategies to improve education in successive medium-term planning periods will incorporate these considerations and must complement strategies to promote decent work, labour market stability, and strong national identity and culture. In relation to the labour market, it will be important to pursue appropriate strategies to guide our trained young persons to fill job opportunities created in the economy.

Where domestic skills may not be sufficient to allow our country to attain our desired rate of growth and diversification in economic activity, we may have to access skills from abroad. The Turks and Caicos Islands must therefore be an attractive place to work, and we recognize that the conditions necessary to attract foreign skills (as well

as to retain skilled or trained TC Islanders) may sometimes go beyond remuneration. Among other considerations, those who take up the opportunity to work in the TCI must be valued for their contributions if we are to benefit fully from their efforts.

Additionally, our policies and strategies to attract foreign skills and labour must be consistent with, and complementary to, our policies and strategies to educate TC Islanders, as well as encourage the transfer of knowledge to TC Islanders. Therefore, goodwill and trust must be cultivated between TC Islanders and our guest workers, and this must be facilitated by appropriate migration policies and strategies. Such migration policies must also be consistent with the population policy.

Our progress towards providing high quality education relevant to the needs of the economy, and which can contribute to our quest for diversification while simultaneously providing more equitable access to education, will be closely monitored over the next 20 years.

More detailed strategies and indicators will be reflected in an education sector plan. However, the desired effect of our strategy on the productivity and competitiveness of the economy, and ultimately on the quality of life of our people, will be felt mostly over the long-term.



Section III

SDD2-A Socially Cohesive Society



Section III: SDD 2 – A Socially Cohesive Society

We aspire to create a society that is socially cohesive. This is one of the direct determinants of how well we live, and it has indirect implications for our ability to create wealth and maintain the health of the natural environment. Social cohesion refers to the forces (social glue) that bond individuals at the community and/or national levels. It is determined by the degree to which the welfare of all members of a society can be safeguarded, disparities among them minimized, and polarization within the society avoided.

We want a society in which individuals feel a sense of belonging, one that is inclusive and provides opportunity for social mobility. We will work towards building a society in which there is trust, goodwill, fellowship, respect and mutual empathy among citizens and residents as we pursue common national goals. Societies that exhibit greater levels of social cohesion are generally characterised by less social unrest, lower crime, fewer symptoms of social fragmentation and greater societal stability – factors which can impact economic and social progress, and which can directly affect the quality of life of citizens and residents. More socially cohesive societies are also better able to build consensus among citizens and exhibit higher social capital- factors which can contribute to greater economic efficiency and resilience.

We desire a society where individuals and households can live well above the poverty line and have access to decent and aesthetically pleasing housing, and where individuals have a high sense self-worth and dignity.

In addition to our efforts to pursue inclusive economic growth, a range of inter-related outcomes must be pursued as we seek to fashion a more cohesive society. These outcomes include: equitable access to education, youth development and lifelong learning; adequate access to healthcare; adequate social insurance; adequate housing; adequate social protection; decent work; and a strong national identity, culture, and future vision.

However, social cohesion is not an end in itself, we recognize the need to continuously reassess and find ways to make our nation a more highly desirable place to live and work. As we plan for a better existence, we will give due

consideration to demographic trends and the additional measures we may need to take to influence a desired path.



NC 2.1: Equitable Access to Education Opportunities, Youth Development and Lifelong Learning

In today's knowledge-driven world, the importance of education to drive economic growth is widely recognized. Consequently, equitable access to education is viewed as an excellent tool to promote social mobility and to fashion a more equitable society. Our efforts in this area will be intertwined with those to develop relevant skills that will support economic growth as discussed under NC 1.7. Universal access to high quality basic education and to early childhood education will not only allow all individuals to attain the basic educational and social skills required to function within the economy but will also lay the foundation for acquiring the advanced skills needed to support a more dynamic and diversified economy.

Increased and equal accesses to post-secondary and vocational education and skills will be a key tool to expand our economic potential and a major conduit to securing more equitable growth. Within the next 20 years, we envision greater equality of opportunity among individuals who qualify to pursue tertiary education or other relevant post-secondary skills, in line with their abilities and existing or emerging opportunities.

YOUTH DEVELOPMENT IS CRITICAL.

Our youth are the future of our nation, and they must be guided in the direction that will make them productive individuals, the gatekeepers and shapers of the values and way of life we desire. The provision of formal education to our youth will be important in that regard.

Beyond this, there must be efforts to help young people cope with the many challenges they face. We must also seek to influence their sense of belonging and prepare them to live in the Turks and Caicos Islands of tomorrow. Through civic education, sports or otherwise, our youth must be taught essential life skills that will help build a proper social order.

We must support the development of all our youth, including those who will need counselling and those who are at risk of taking paths that may be detrimental to their own well-being and the society in general. Such support will especially be

needed as society changes and traditional support systems (social and emotional) are eroded. Our youth must be empowered to become the leaders of tomorrow in various spheres including business and Government.

Youth development efforts will be reflected in strategies for achieving various outcomes, including initiatives to build a strong national identity, develop livelihood programmes as part of social protection strategies, and promote inclusive growth.



NC 2.2: Adequate Access to Health Care

Our health sector is limited especially in relation to hospital care and complex services. We will encourage healthy lifestyles, continue to improve health care delivery partnerships.

Nothing is more important than giving our people access to quality healthcare.

But importantly as well, our productive capacity depends on the health of our population, as high morbidity and mortality rates have the potential to reduce the productivity of our labour force.

We will put in place a solid primary health care system (PHC) as the foundation for pursuing better health outcomes. This includes adequate community-based, multidisciplinary patient-centred care that focuses on both treatment and prevention of various health conditions. Front-line care provided by a range of players including general

practitioners, pharmacists, dentists, and allied health care workers offered through both the private and public sector must work effectively to keep residents well and out of hospitals.



The construction of two hospitals, which became operational on Grand Turk and Providenciales in 2010 under the management of InterHealth Canada through a Public/Private Partnership (PPP) arrangement, has allowed us to improve hospital care and the quality of health care in general. VISION 2040 plans will focus on strengthening the primary health care system, reducing the cost of hospital care, and increasing the availability of specific disease treatments on-island where it is desirable to do so.

A strong primary health care system should reduce the pressure on hospitals by allowing persons to manage their health issues in their communities and reduce hospital admissions. We aim to have universal access to all primary health care services in the country.

As a caring nation, we wish to ensure that everyone can access health care services when needed, regardless of their level of income. This is part of the social responsibility that will enhance the quality of life of our people. Under our National Health Insurance Plan (NHIP), equal access to health care services is provided for all legal residents of the Turks and Caicos Islands.

The plan provides generous coverage of services in the Turks and Caicos Islands, spanning outpatient specialty care and day surgery, hospital services (including all drugs on an approved list), diagnostic services, ambulance services, maternity care, and outpatient drugs for selected chronic conditions.

Services outside of the Turks and Caicos Islands are limited to emergencies and essential services that cannot be addressed locally. We will continually review the adequacy, efficiency, and sustainability of the scheme and in that regard, we will take necessary actions in successive MTDS strategy periods and adjust based on the evolving circumstances.

Our efforts to improve the health of our population and access to health care must be carried out as effectively and as efficiently as possible. In that regard three elements of the programme will be kept under review over the next 20 years.

1. We will seek to minimize the cost of providing health care services while ensuring that our citizens get the best care.
2. We will develop and strengthen preventative programmes to make the population healthier and minimize the need for and use of health care services. We will: cultivate better nutritional habits and encourage greater physical mobility through sports, promote exercise and other practices to reduce the incidence of lifestyle diseases; improve sanitary and phytosanitary standards and other environmental conditions to prevent disease and protect the health of our visitors; and pursue measures to improve road and citizen security to reduce morbidity and mortality stemming from accidents and violence.
3. Put in place adequate health surveillance systems. We will gather the evidence necessary to inform our actions as we protect and improve the health of our people. Proper health surveillance will provide early warning for outbreaks and allow proper mitigation efforts. This will enable us to act in a timely manner and better allocate resources to address health challenges.

The specific actions will be reflected in successive medium-term development strategies, as well as in more detailed health sector strategies.

NC 2.3: Adequate Social Insurance

We recognize that there are many uncertainties that individuals and households face in seeking to provide for their current and future needs. Sickness, injuries, accidents, and other conditions will affect our ability to earn and take care of our daily needs. We are all likely to get to an age where we will no longer be able to work and support ourselves adequately. Added to that, the cost of health care continues to rise globally, and the TCI is no different.



Such risks and realities can have severe implications for our individual wellbeing now and in the future if we do not make adequate provisions to mitigate them. While the Turks and Caicos Islands will continue to encourage individual effort to create wealth and to secure one's financial future. It is also important for us to address social risks in order to promote a healthy and stable society.

Inadequate individual provisions against risks to economic security can potentially pose social challenges that can affect the quality of life for the entire society. It is recognized that persons of modest means are often unable to sufficiently reduce such risks directly or may not always choose to do so adequately. Thus, as a caring society and in order to mitigate the consequential adverse impact on our society, through the Turks and Caicos Islands National Insurance Board (TCINIB,) our country has helped citizens and residents faced with sickness, injury, childbearing, and old age supplement their earnings.

The TCINIB is the sole provider of social insurance benefits to persons who are gainfully employed within the Turks and Caicos Islands between the ages of 16 and 65. Recognizing

the importance of the TCINIB's role, every effort will be made to maintain in perpetuity the financial soundness of the compulsory scheme.

We will keep under review the level and range of benefits that can be sustainably provided through the TCINIB. This could include the provision of unemployment benefits, a tool that can help promote individual wellbeing while helping to stabilize economic activity in the face of shocks. Additionally, the option to contribute above the statutory ceiling under TCINIB, through a voluntary element for retirement could provide additional security to individuals and households.

Additionally, systems for private benefit in the form of company provided health insurance and pensions will be encouraged to supplement insurance coverage provided through the TCINIB. The provision of health insurance through NHIP, discussed previously, is the other important facet of our social insurance programme in particular and our social protection efforts in general.



NC 2.4: Adequate Access to Housing

The type of housing a person lives in, the aesthetics of the neighbourhood (including landscaping and street scape), the nature of the housing (the quality of apartments, single housing and amenities available), how disadvantaged a neighbourhood is, the type of problems that plague the neighbourhood, and the nature of housing tenure (rental vs ownership), influence how a person interacts with and feels about others, as well as his or her feelings of attachment and belonging to the society.



Our desire is for all TC Islanders and Residents to have access to decent housing and live in aesthetically pleasing, safe and wholesome neighbourhoods, as this is perhaps the most important way in which shared growth will be manifested.

While many persons will be able to enjoy such access through individual earnings from employment and entrepreneurial activity, public sector efforts will also be made to promote access to decent housing by all TC Islanders and Residents. Thus, those with modest means and lower income, who otherwise can't access decent housing, must be helped to do so. This must occur through the appropriate public housing policy and strategies. Whatever is done must preserve the dignity and self-worth of beneficiaries and improve social connectedness.

Over the last three decades, the expansion of economic activities on Providenciales has led to a high demand for land on Providenciales for tourism purposes. This along with the associated increase in demand has driven up the cost of housing. Our public housing policy must take this reality into consideration along with the prospects for further expansion of the tourism industry. Strategies to expand access to decent housing and neighbourhoods will be linked and synergized with those to grow the economy, including the opportunities for expanding road access to other islands through the Caicos Turnpike.

NC 2.5: Adequate Social Protection

Being a TC Islander must count for something. Our brand of citizenship must assure TC Islanders that the state is concerned about their individual wellbeing. Hence, communities and individuals who are unable to provide for

themselves and protect themselves from economic, social and environmental vulnerability must be helped.

Our citizens must be protected from poverty, deprivation, and social exclusion. Government will therefore lay out an institutional foundation for social protection. Even if programmes contemplated are initially of limited scale, such programmes can be subsequently expanded if and when the need arises.

Additionally, we recognize that our social networks that are based on shared norms, values, beliefs, knowledge, and understanding (social capital) will continue to play a strong role in helping individuals and communities reduce their vulnerability to poverty and deprivation. Thus, public sector efforts will seek to reinforce and sustain our social capital.

Effective social protection strategies will help to cultivate a strong sense of belonging among our people. Some elements of social protection are incorporated in our policies for education, health, social insurance, and housing and these areas were previously discussed. Policies focus on reducing deprivation as well as economic and other vulnerabilities among those with limited resources, are built into these social policies. Other tools for social protection, such as those that promote decent work and tackle discrimination and stigma, are discussed in subsequent sub-sections. It is important to put measures in place to make Government services that are predominantly available on Providenciales and Grand Turk, easily accessible to all residents on the other islands.

Two other areas of social protection efforts will be important. The first involves the direct transfer of resources to individuals and largely target persons who do not have the physical capacity or social support systems to provide for themselves. This group includes those with disabilities, some of our elderly, and vulnerable children. This area covers our social assistance programmes.

We will continue to be a compassionate society, and our country will continue to make provisions for citizens and residents who need them.

We must also put adequate systems in place to support the development of healthy families. The family is the bedrock of our society, and while many of the family values we cherish will be passed on organically, dysfunction in some families can contribute to wider social disorder. As a society,

we must therefore seek to support families that need assistance with the socialization, education, and nurturing of children. It is also important to provide a framework for the protection of children and women from violence, to help with resolving family dysfunction, and to address deviant youth behaviour.

The second area encompasses programmes that provide a foundation for able-bodied persons to overcome some of the structural or other factors that contribute to their social and economic deprivation. Within this programme, a number of tools will be considered and consistently reviewed over the period to 2040.

These tools will include strategies to help individuals, households, and communities improve their livelihoods. They will encompass efforts to improve access to financing, enhance skills, improve social and community-based physical infrastructure, facilitate co-operation, and improve business organization, among others.

TC Islanders must have reasonable opportunities to share in the prosperity of the country, and livelihood programmes will make this a reality. Youth empowerment strategies and programmes will be another critical aspect of our efforts to give persons the help they need. These will be tied closely to strategies to minimize youth unemployment.

Our social protection programmes in these two broad areas must be well co-ordinated and part of a holistic social protection framework. Our programmes must be transparent, well targeted and efficient, and where resources allow and conditions dictate, they will be scaled-up to more desirable levels. Additionally, local Government and community development groups will play an important role alongside the central Government in managing our social assistance framework encompassing the two broad areas.

NC 2.6: Decent Work

By 2040 our goal is to ensure that all TC Islanders who wish to work, and all persons invited to be part of our labour force in the country, are engaged in decent work. The International Labour Organization (ILO) notes that decent work sums up the aspirations of people in their working lives. It involves opportunities for work that is productive and delivers a fair income, security in the workplace, and social protection for families, better prospects for personal development

and social integration. It also encompasses freedom for people to express their concerns, organize and participate in the decisions that affect their lives, as well as equality of opportunity and treatment for all women and men. Decent work is fundamental to achieving greater social cohesion.

Given that employment currently represents the greatest channel for sharing the benefits of growth, our policies regarding wages must be kept under review to ensure that persons are able to live well above the poverty line. However, our efforts to secure decent work for all must recognize the challenges associated with globalization and the need for the Turks and Caicos Islands to be internationally competitive.

Better strategies to reward work that can simultaneously contribute to greater worker productivity and satisfaction will be devised. These must be complemented by appropriate labour laws, regulations, and practices that encourage good working conditions, including worker safety and public health safety.

We desire closer and better working relationships between employers and workers, and large hotel operators (our current dominant employer) and independent service providers such as taxi drivers. This will push the TCI closer towards providing opportunities for decent work and shared growth for all. We desire that both our businesses and workers flourish in a symbiotic relationship that will contribute to the Turks and Caicos Islands being a more internationally competitive country.

The labour market of the TCI must be built on good practices such as training for workers, opportunities to harness and reward good ideas from workers, and business succession planning that would benefit workers (such as Employee Share Ownership) as well as owners of capital. Such conditions will contribute to a stable industrial climate that will in turn make the Turks and Caicos Islands a more desirable place in which to live, raise families, work, invest and visit.

NC2.7: Strong National Identity, Culture and Future Vision

We will cultivate a strong national Identity as an essential pillar of our efforts to foster a more cohesive society. Patriotism is widely regarded as an important factor in building a stronger economy and better communities. As a people, we will focus more closely on what binds us together as communities and as a nation.



We are held together by a set of shared beliefs and values, a collection of national characteristics and desires: a strong vision to improve our quality of life; principles of respect and inclusion. We are bound by the desire to shape these islands as a place where there is equal opportunity for all; where our people develop the determination to overcome our common challenges; and have the shared imperative of effectively competing and thriving in the global environment.

We are also bound by: the unique ways of life and simple pleasures we share with each other and with our visitors, including sports and recreation; our desire to connect with each other and be active in a country that cares about our well-being; and our understanding that we will all be better off working together as we compete with the wider world.

We will equip our people with world-class skills so that once they have gathered the necessary experience, they will be empowered to serve our country with distinction. We highly value those Turks and Caicos Islanders who reside outside of the country and will do all we can to inspire in them a strong sense of belonging to the Turks and Caicos Islands. Many would have the required world-class competence we

could draw on to fill sensitive public positions that would be better held by TC Islanders.

Since the middle of the 1970s our population has increased rapidly.

In 2015 the population was 36,689, more than six times what it was in 1970. This is due largely to migration fuelled by the demand for labour to sustain the expansion in the tourism industry. As a result, the origin of TC Islanders is now significantly more diverse, including from Haiti, Dominican Republic, Jamaica, and the Philippines. We are now bound by a common destiny, our civic responsibility, and our desire to create a community in which we respect the diverse origins of everyone.

Fostering such a strong sense of belonging to the Turks and Caicos Islands and strong loyalty to our ideals will require a deliberate effort. We must strive to promote shared celebrations and respect for national symbols, promote social interactions, build trust, and reduce resentment between groups of diverse origins. We must outline a clear, just and transparent path to citizenship for qualifying residents, and provide a strong foundation for our common pursuits including shared values and attitudes.

Specific efforts will be made and incorporated in successive MTDS documents and sector strategies in the areas of sports, recreation, culture, and community development among others. Given the importance of sports, recreation and cultural activities to community development, we will use them along with other strategies to build social cohesion. Our citizens will be encouraged to participate more actively in sports and utilize community facilities to promote greater physical mobility, not only as a means of improving our social interactions, but also to encourage better lifestyle choices for improving health.

We will focus on providing adequate access to social services including education, health and housing by citizens, and we will promote other policies and strategies to reduce deprivation and discrimination as we seek to create a strong country that we all love.

Much of our culture is symbolized by our foods, dress, music, dance, sports, and arts. These are important elements of our national identity that must be restored, preserved, and enhanced. They will contribute greatly to our uniqueness as a tourism destination.

Importantly however, cultural values, attitudes and behaviours also influence our ability to create wealth and our degree of cohesiveness. Negative cultures are manifested in the persistence of such undesirable factors as corruption; economic dependency and a lack of entrepreneurial drive; littering and inappropriate disposal of waste; violence against women; and other lingering inequalities between men and women.

Negative cultural elements can also be reflected in: lower quality of service if service is confused with servitude; if there is no value for hard work; a preference for white-collar jobs compared with blue-collar or technical work; individualism at the expense of the greater community or national good; insufficient drive to co-operate and to encourage the success of others; and the tendency to blame others rather than take responsibility for our actions and contribute to the solutions. As a nation, we must strive to overcome negative cultural practices and encourage positive ones.

However, changing cultural values, attitudes and behaviours will not be easy. Some actions will have to take place simultaneously with our efforts to realize other necessary conditions for achieving the five sustainable development dimensions. Successive MTDS documents will specify strategies and actions towards changing the cultural values, attitudes and behaviours that hinder our achievement of the various SDDs.

Among the areas to be addressed are the cultural values, attitudes and behaviours that prevent the achievement of better learning outcomes; the creation of a culture of creativity, innovation and entrepreneurship; change cultural beliefs that see service as servitude, which can undermine the competitiveness of the tourism industry and contribute to youth unemployment; the promotion of better work ethics; and the reversal of negative political cultures.

We will promote a *Dream Culture* and the *Commonwealth Culture*.

The *Dream Culture* is about all of us winning. It is about using our dreams and talents to create a better life for ourselves, while helping others do the same by sharing the benefits with those who directly help us achieve success.

The *Commonwealth Culture* goes a step further and asks: How do we spread our kind of success to the whole community or country?



NC 2.8: Social Inclusion

By social inclusion, we mean the extent to which each member of society is able to get involved in and participate in social, economic or political activity and whether or not his/her involvement is hindered for economic, social, cultural or political reasons. Turks and Caicos Islands will therefore be an inclusive society that provides economic opportunities for all, where all can engage socially in a secure and polite environment irrespective of their economic status, health, disabilities, gender, religion, national origin, race, or ethnicity.



All members of our society must be able to participate in the decision-making processes that affect their lives. We desire a civic society, in which all individuals are considered equals, where differences are resolved through dialogue in the public sphere and by rule of law, and where all people are treated fairly.

One of our greatest challenges regarding social inclusion relates to the integration of migrants and persons of diverse cultural origins into the mainstream of society. The level of development we now enjoy has been the result of contributions from diverse groups, many of whom have migrated to our country to invest and work, and some of whom are now citizens.

All our citizens and residents must be encouraged to make maximum contributions to our economic and social development, and to achieve that, we must embrace all to the fullest extent possible within our society. This requires us to build trust and break down barriers of resentment.

Policies and strategies to encourage participation and non-discrimination will be important to inspire persons to make optimal contributions to the development of the Turks and Caicos Islands. Given the importance for the Turks and Caicos Islands to continue to attract investors and guest workers, our migration policy must be comprehensive, reviewed and updated constantly. A good migration policy will be critical to setting the right foundation to ensure that migration does not unduly, adversely impact social cohesion and citizen security.

Such policies and strategies must be complemented by the formulation of appropriate population and education policies. Our education strategies must contemplate approaches and programmes to prepare the citizenry to fill jobs and opportunities created by an expanding economy.

Importantly, our efforts to fully exploit our human resources and ensure a high quality of life for all must continue to focus on gender equality, which is now internationally recognized as a human right. Inequality of men and women is manifested in issues such as gender-based violence, lower political participation by women, employment and wage inequality, a disproportionate incidence of poverty on men and women, unequal access to resources, and reproductive health, among other things.

In the Turks and Caicos Islands we have done much to level the playing field between men and women. We take pride in the fact that after the country's November 2012 General Election there was a marked increase in the participation of women in the public-sector decision making as elected members of the House of Assembly.

In 2016, for the first time in the history of our country, a woman was elected Premier- the leader of the Government. Also worthy of note is that more than half of senior civil service positions including that of Deputy Governor are occupied by women.

However, much remains to be done to address continued manifestations of inequality in some areas including gender-based violence, much of it perpetuated largely by cultural norms and attitudes. Additionally, we must review our laws, norms, and practices related to gender in order to identify and redress those features that adversely impact human rights, weaken our capacity to create wealth, and lessen our ability to reduce poverty.

Generally, we will keep under review our legislation, policies, programmes and practices to determine whether they promote the social and economic inclusion of individuals, families, and communities.

We desire a social construct supported by appropriate legislation that: recognizes and respects the diverse needs of individuals and groups; affords individuals a sense of personal growth, opportunities to nurture their talents, skills and capacities; provides opportunities to strengthen connections to people and community; allows individuals to be engaged in community life with the right to be involved in decisions affecting them, their family and community; allows access to community assets, services, and recreational opportunities with as few barriers as possible; and treats everyone with respect and dignity, irrespective of their differences.

Furthermore, various tools to promote social inclusion will be employed, but community groups and other non-Government organizations must be engaged in their deployment alongside public sector efforts. One approach will be the use of sports as a tool for education and development, and to promote cooperation, solidarity, tolerance, understanding, social inclusion and health.

Other tools will involve the use of cultural activities. Such tools will assist in reducing tensions and preventing conflict and violence at the community and national levels. Violence has many causes – including lack of opportunity arising from social and economic exclusion.



Section IV

SDD 3 – Healthy Natural Environment and Heritage and Cultural Assets



Section IV: SDD 3 – Healthy Natural Environment and Heritage and Cultural Assets

Our pristine environment must be enjoyed by our people and preserved for the benefit of future generations. Our way of life has always been tied to the physical characteristics and climate of our islands.



Over two centuries ago, salt production dominated economic activity, and fishing was important for subsistence. The tourism industry, which now dominates our economy, is based on the natural attributes of the islands, particularly the beaches and other elements of the marine ecosystem. Clearly the sustainability of the industry is heavily dependent on the quality of the natural environment.

Fishing continues to be important to our way of life, as is small scale agriculture on North Caicos and Middle Caicos. These activities contribute to livelihoods and export earnings (exports of conch and lobster) and have strong linkages with our tourism industry. But importantly, they also support vital elements of our culture: the food we eat, our recreation, and the way we live. Likewise, the health of our terrestrial and marine ecosystems has economic and social implications not only for the Turks and Caicos Islands but for the larger global community.

Human activity can impact the natural environment and our cultural assets in ways that reduce their intrinsic value and adversely impact our capacity to generate wealth from tourism and other activities. We value our ability to:

swim in clean coastal waters; take walks on our beaches; breathe fresh air; enjoy the ambiance of clean sidewalks and neighbourhoods that complement and enhance the beauty of the natural environment; reflect on our culture and history entrenched in our cultural assets; and to invite our guests to enjoy these resources which make our country a highly sought-after tourism destination.

Therefore, we must judiciously manage the environment including human interactions in order to sustain or improve its health and the benefits we derive from it. We must actively and carefully manage our ecosystems, restore, manage, and preserve important cultural assets, engage in adequate urban and rural planning, manage waste, and avoid environmental pollution. These are all interrelated and inter-dependent efforts.

We recognize that our existence, our prosperity, and the integrity of our natural and cultural assets can be significantly threatened by natural disasters and climate change. As we have experienced, extreme weather events can set us back considerably, a reality that must influence the way we build our homes, hotels, roads, sea defences, ports and utility infrastructure.

Additionally, we will make other provisions that will allow us to minimize the disruption caused by such occurrences. These include making fiscal provisions for insurance coverage, putting aside national savings (the Turks and Caicos National Wealth Fund) that can be drawn down when needed, and putting in place appropriate disaster management plans and institutional arrangements for implementing them.

The reality of climate change is widely recognized and the implications are huge for our country due to its physical characteristics – being low-lying islands. Among wide ranging potential impacts, sea level rises can inundate vast tracks of land and affect the characteristics of our beaches. Rising sea surface temperature can potentially affect the health of our coral reefs and is expected to result in more extreme weather events including droughts, floods, and more intense hurricanes.

Waste management and pollution control will be critical to sustaining the natural marine defences against extreme weather events, while other specific interventions will be designed to allow us to mitigate and adapt to climate change. We must not take our current existence for granted,

so while we plan and implement strategies to strengthen current economic activities, we must also plan to adjust and diversify our economy to cope with the reality of climate change.

NC 3.1: Good Ecosystems, Marine and Aquatic Resource Management

The Turks and Caicos Islands will find appropriate strategies to fashion and grow a vibrant and diverse economy and deliver high standards of living, whilst also actively managing and protecting the natural resource base. We wish to attract more visitors and see increased visitor spending. This will require us to dedicate more land to construction of tourism facilities and engage in a range of other activities. We recognize that in doing so, the potential exists for the health of our ecosystems to be adversely impacted. To avoid environmental degradation, we must therefore achieve an appropriate balance of environmental and economic strategies.

The sustainability of our most important industry – tourism – depends on our judicious management of our marine and terrestrial ecosystems and our aquatic resources. Our marine ecosystems are particularly important in that regard. Coral reefs, coastal mangroves, and seagrass beds form complex ecosystems that protect the integrity of our coastline, including our highly-valued beaches.

Along with other ecosystem services they provide, seagrasses support fisheries, are a form of coastal defence, and clean surrounding water. If there are no seagrasses to diminish the force of currents along the bottom of the ocean, our beaches, businesses, and homes can be subject to greater damage from storms.

Coral reefs act as a barrier that shelter seagrass beds and mangroves from high wave energy and strong coastal currents typical of the Caribbean environment. With coastal development, the Turks and Caicos Islands must avoid and mitigate the impact of human caused stressors that have decimated the integrity of marine ecosystems in some areas of the Caribbean.

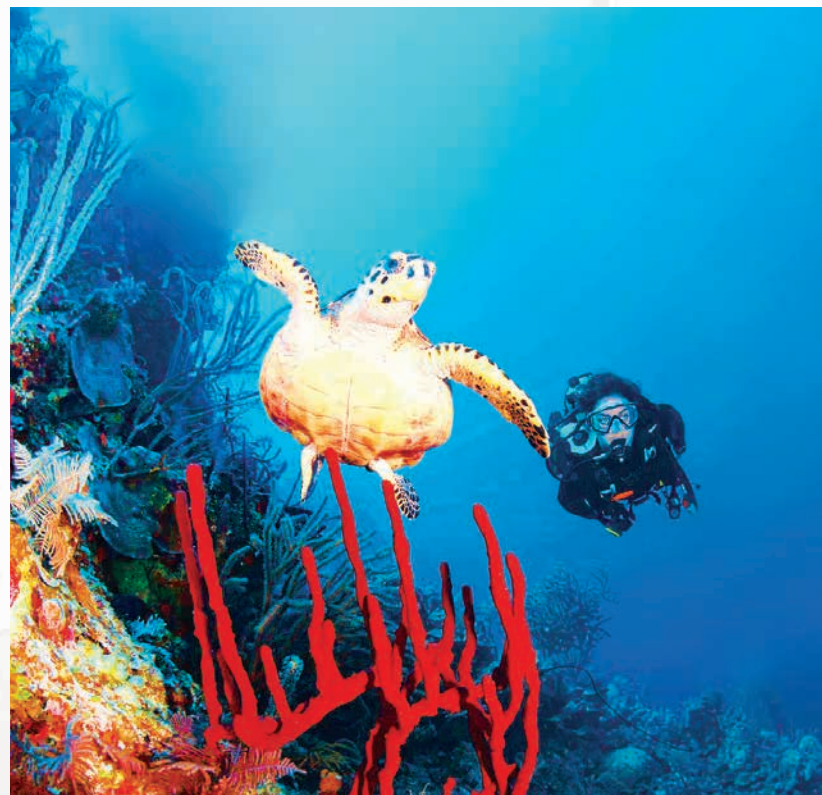
We will therefore continue to place much emphasis on putting in place an adequate framework and capacity for the good management of ecosystems. Several interrelated elements will be important in that regard. At the

foundation, our institutional and human resource capacity (including research to inform decision-making, regulation, implementation of policies and strategies and monitoring) must be addressed. This must include the ways in which departments of Government synergize their efforts.

Limitations within Government in that regard must be supplemented by cooperation and partnerships with stakeholders – community groups, hotel industry participants, NGOs, and the international community including the scientific and academic community.

Protected areas (PAs) play an important role in the management of ecosystems and biodiversity. With many defined protected marine areas, we have a sound foundation to build on, and we will continue to ensure their integrity. In that regard, we will find the optimal legal and institutional framework to manage protected areas, including the role played by the Turks and Caicos National Trust.

Our efforts to manage our ecosystems will be geared towards arriving at sustainable outcomes in the context of local, social, cultural, and economic interests and practices. The general public must be educated about the importance of effective ecosystems management and must understand that our marine ecosystems have implications beyond our shores.



NC 3.2: Disaster Risk Management and Climate Change Resilience

The Turks and Caicos Islands is located in a very active hurricane region, and in recent times has been significantly affected by weather systems including Hurricanes Hanna and Ike in 2008, Hurricane Irene in 2011, and Hurricanes Irma and Maria in 2017.



Risks are also present from natural disasters such as tsunamis, earthquakes, health related events such as COVID-19, and human-induced events. Every year, disasters both natural and human-induced events, cause great losses of human lives, property, and productive capacity in many developing countries. The Turks and Caicos Islands can ill-afford such losses.

Our pace of development progress can be considerably slowed and even retarded if we do not manage these risks well, particularly given our small size. Importantly, through good environmental management, the islands' natural defences, such as sand dunes, vegetation, native plants, iron shore, hills, valleys, and natural run off will be adequately maintained, thus leaving them in a pristine and undisturbed state as possible. Furthermore, our planning, land use management, and the setting of building standards will help to reduce the risk from natural disasters.

A number of other inter-related strategies will supplement these two approaches to reduce our risks to disasters. These will include: the development of adequate infrastructure to lessen the impact of weather events, including sea defence infrastructure and the adequate design of roads;

making the utility infrastructure more resilient including by placing power and telecommunication lines underground; the establishment of policies, protocols and capacity to predict and prepare for natural hazards; and similar policies and protocols to address emergency response within the tourism sector and other specific man-made disasters such as oil spills, fires within large buildings, airline accidents and other mass casualty events.

Risks management strategies must also involve those related to community sensitization and awareness, and the prudent use of disaster risk financing tools (insurance coverage, savings, and loan arrangements among others) in order to minimize the diversion of resources budgeted for other development purposes. In addition, we must effectively incorporate considerations of disaster risk reduction into sector planning and develop good inter-departmental/ministerial co-ordination.

Specific considerations within successive MTDS will be informed by prevailing constraints and priorities at the time of preparation and will reflect international and regional standards for disaster risk management.

The InterGovernmental Panel on Climate Change (IPCC) has confirmed that small, low-lying coastal developing states like the Turks and Caicos Islands are the most vulnerable to global climate change and accompanying sea level rise. Climate change has been described as “a change in climate that is attributed directly or indirectly to human activity that alters the composition of the global atmosphere, and that is in addition to natural climate variability observed over comparable time periods”.



This phenomenon is now squarely on the global stage as one of the defining challenges of our time. Despite a lack of long-term climate data for the Turks and Caicos Islands, it can be inferred based on data from the region, that the Turks and Caicos Islands will be affected by climate change.

Development in the Turks and Caicos Islands, including that related to tourism, is concentrated in the coastal zone where impacts from climate change such as more frequent hurricanes with stronger intensity, catastrophic storm surges, sea level rise and flooding, will be strongly felt. Climate change could also affect the fisheries industry, including the seasons for some species such as lobster, while there could be potential impacts on the agriculture sector stemming from adverse weather conditions.

With the threat of climate change firmly in mind, we will take resolute actions over the short to long term to adapt to potential impacts and contribute to global mitigation efforts. This will cut across several areas.

These include: strategies to improve the health of the ecosystem as a measure to sustain and build natural resilience; efforts to create alternative livelihoods and to diversify economic activity; improvements to building codes; standards and guidelines; use of better technology and eco-friendly designs; generation of energy from sustainable and environmentally friendly sources; implementation of appropriate infrastructure including sea defences, roads and drainage systems to better cope with flooding; and building community and stakeholder awareness.

Specific actions and strategies will be reflected under successive MTDS in line with further assessment of the nature of the risks, the Climate Change Policy for the Turks and Caicos Islands as amended from time to time, the CARICOM position on climate change mitigation, and the logical sequencing of actions given capacity limitations.

Moreover, climate change adaptation mitigation considerations will be embedded into all appropriate actions designed principally to address other outcomes.

NC 3.3: Good Management of Heritage and Cultural Assets

Our historical and cultural sites are an important part of our heritage and contribute to our quality of life and our identity as a people. Our heritage sites, including landmarks, places, buildings and contents, spaces, archaeological sites, under water wrecks and the stories associated with them, are an important part of our national identity. They help tell the story of what is important and the sacrifices that were made to build a better country. These stories are in part kept alive by passing our heritage assets down to future generations.

Our heritage and cultural sites and open spaces also serve as places for recreation and community gathering and can contribute to our sense of belonging. These sites also help us to improve recreational offerings to visitors and are an important element of our tourism product. Their upkeep and management contribute to employment and income generation.

Given their importance, our valuable heritage and cultural assets and open spaces must be revitalized and adequately managed. In that regard, we will maintain and enhance an adequate legal and institutional framework for the restoration, control, and maintenance of our heritage and cultural assets and open spaces.



NC 3.4: Adequate Rural and Urban Planning

We desire to create wholesome spaces for TC Islanders in which to live and work. Our residential spaces are particularly important to our quality of life.



We will develop residential communities that are aesthetically pleasing and enhanced by attractive landscaping, streetscapes and enough open spaces, and which are served by adequate amenities including facilities and spaces for recreation and community interactions. These communities must have adequate access to utilities – electricity, water, roads, electronic communications, sewage disposal, solid waste disposal, and transportation – as these create the essential infrastructure for modern comfortable living.

Our communities must be safe and have adequate street lighting. In addition, we will use close circuit television (CCTV) as a tool to discourage crime. There must be adequate vehicular access to communities, including access to emergency services such as health, fire and police services. These must be accompanied by adequate sidewalks and other pedestrian amenities.

The environment around us must be healthy – with good air quality, and the absence of activity or conditions that can affect human health and living comfort, including those that cause the spread of diseases. We will take appropriate measures to minimize adverse impact from natural disasters, especially hurricanes, floods, earthquakes, and tsunamis. We will design communities in ways to help us

cope with and adapt to the effects of climate change.

To accommodate population growth and reverse overcrowding, we will make adequate provisions to expand existing communities or create new ones. Our road networks must be well located with sufficient capacity to adequately serve communities, provide people with easy access to places of work, and better connect communities and families. This includes important goals such as: connecting the family islands via a link road, avoiding vehicular congestion, providing adequate vehicular parking spaces, and minimizing road accidents within communities, along their commuting routes, and within their workspaces.

To achieve the aforementioned goals, we will need to engage in adequate spatial planning and development control. We will take steps to prevent, regularise and/or rectify illegal or squatter developments. We are cognizant that human activity can have adverse impacts on the quality of the environment and on the benefits we derive from it.

Activities to generate employment and wealth are tied to our ability to fashion the quality of life we wish to have. These activities can have adverse or unacceptable consequences on the environment in the absence of adequate spatial planning and control. From an environmental perspective, as development activity continues to increase, it places greater pressure on land, energy, and water resources, all of which can result in greater environmental risks.

Further, air quality, and the quality of areas can be adversely impacted depending on the types of economic activity encouraged, the location of these activities in relation to residential areas, and emissions from public and private transportation. Therefore, a holistic and comprehensive approach will be adopted for physical development planning across habitable islands and across rural and urban areas. Thankfully, the nature of economic development that has arisen in our country to date allows residential and business activity to co-exist in close proximity.

However, we will not take this for granted, and will seek every opportunity to: optimize spatial planning at the national and island levels; more efficiently integrate and synergize rural and urban development; and improve the allocation of land for various purposes – tourism, agriculture, urban centres, residential communities, agriculture and fishing, recreation, and mix-use areas.

Careful zoning, and the contemplation of sustainable solutions as an element of good planning, will contribute to the sustainable use of natural resources.

While urban dwelling plays a central role in many contemporary societies globally, given the nature of development in the Turks and Caicos Islands, the size of our islands and their physical characteristics, more focus will be placed on building wholesome sustainable neighbourhoods, guest accommodations and related businesses that are synergistic, rather than on developing urban centres.

Thus, our spatial planning framework, which will support the achievement of our overall development vision, must have various interrelated components or activities that include: positioning physical planning as an important long-range tool to help safeguard the environment and provide guidance for developmental projects; preparing national spatial plans and where necessary, island specific spatial plans; synergizing rural, urban and tourism development through adequate planning for the provision of infrastructure, utilities, amenities, and cultural spaces; fostering cohesive societies through appropriate provisions to be incorporated into the spaces people will live in; making provisions for the diversification of economic activity and for the right location or relocation of economic and residential activity in the context of disaster risks and climate change management; long-term planning for expanding economic development and for linking our communities across the islands; and minimizing congestion, pollution and other environmental hazards associated with development.

Critically, we are mindful of the limited acreage of land available to us. We will manage these lands to ensure adequate provision for future generations.

Consequently, we will, among other initiatives: encourage limits to the size of lots for the construction of detached single family houses and housing developments; encourage an appropriate mix of housing solutions – detached houses vs multi-family apartments or condo-type buildings; and preserve land for future generations in land banks.



NC 3.5: Waste Management and Pollution Control

The Turks and Caicos Islands must be a pleasant, visually clean and tidy country. This is very important if the TCI is to remain a competitive tourism destination and sustain our image as a high-end tourism product. The islands must also be in pristine condition for the enjoyment and quality of life of all our people and must be a source of national pride. Our islands must be litter-free; there must be no indiscriminate dumping of garbage; our organized garbage collection services must be timely, frequent, and adequate; our disposal of solid waste must be environmentally friendly; and the disposal and treatment of grey water must be efficient to avoid unpleasant experiences for residents and visitors.



Day-to-day commercial or residential activities must not take away from the aesthetic appeal of our natural landscape, the built environment or our streetscape. Expanding economic activity, a rapidly growing population and rising per capita incomes have led to significant increases in the generation of solid waste. Our waste management response therefore needs to keep pace in order to avoid environmental degradation, to sustain the visual appeal of the environment, and avoid adverse implications on human health.

Faced with limited land space, we desire waste management solutions that minimize the use of land, as well as those solutions that minimize discomfort to residents or visitors arising from proximity to waste management or disposal sites. While some studies may show that certain

desirable waste management and disposal options (including recycling and the conversion of waste to energy) may not be financially feasible, we may still wish to consider their other merits, such as their potential contribution to enhancing the country's image as a high-end tourism destination and improving living comfort for residents.

But our challenges go well beyond solid waste management. In the absence of adequate measures and infrastructure to manage these wastes, increased generation of liquid wastes (including grey water and waste from sewerage) can pose risks to our coastal water quality and to our marine environment. Our country will therefore find better solutions for addressing sewerage treatment, including options to improve individual household septic tank construction and options for centralized or semi-centralized sewerage treatment.

Emissions from vehicles and from other fossil fuel consumption activities, together with dust from unpaved roads, can reduce air quality and consequently adversely impact human comfort and health, as well as reduce our visitor appeal if they reach unacceptable levels. They also contribute to the global challenge of climate change.

Residues from harmful chemicals used in domestic and commercial cleaning, agricultural, landscaping or construction applications, sediments and run off from construction and other human activity, combined with the lack of capacity to manage these and other pollutants, can undermine the quality and health of vulnerable ecosystems that are at the foundation of Turks and Caicos Islands' wealth generation capacity.

Our waste management solutions must be environmentally sound and cost effective. Our efforts must be supported by effective laws and regulations, and there must be adequate capacity for planning, implementation, and monitoring of waste management strategies.

Given public sector limitation, where feasible we must be able to recover cost by empowering or partnering with the private sector to facilitate the provision of waste management services. Additionally, we will continue to play our part in global efforts to reduce or slow environmental degradation and climate change through our adherence to international conventions to which we are a part, or through adoption of global best practice and voluntary guidelines.

Section V

SDD 4 - Citizen Security and Justice



Section V: SDD 4 - Citizen Security and Justice

In many nations across the globe, crime and the fear of crime are disrupting the social order while anxiety about personal security is adversely impacting the quality of life of all social groups. Pervasive, unsolved, and unpunished crime engenders feelings of fear, vulnerability, and mistrust that hinder persons from participating fully in social and economic development activities.

Crime threatens the safety of the nation's most important resource, its people. It also increases the cost of doing business and has potential longer-term impacts on our vital industries, most notably tourism. Additionally, when crime and violence disrupt the social order, the democratic/political order may also be put at risk.



Fortunately, the Turks and Caicos Islands has been a fairly safe country for a very long time. This must be maintained, and to do so we must quickly address occurrences that threaten to disrupt that order before they become entrenched problems.

Our aim is to make our country relatively crime-free.

However, based on our own experience, we are mindful that increasing levels of development, population growth, and rapid inflows of migrants may be accompanied by higher levels of crime where adequate mitigation measures are not in place to address changes. Maintaining high levels of security is critical to our “peace of mind”, but it is also fundamental to our efforts to sustain the vital tourism industry and maintain our position as a high-end, safe tourist destination.

Furthermore, if we are to enjoy a sense of security within our shores, we have to be mindful of the global environment. Terrorist activity adds to domestic citizen security concerns and makes national security a more complex endeavour. Improving our security environment rests heavily on the achievement of the four outcomes discussed below.

NC 4.1: Minimal Adverse Social and Economic Factors that help Fuel Crime



Researchers have suggested that many criminals are influenced by the poverty and the social instability of their neighbourhoods. This is consistent with longstanding views that economic adjustment, while necessary under a free market economic system, can have adverse social and economic consequences on individuals, families and communities. If not adequately mitigated, these can create fertile grounds for criminal behaviour.

Other researchers have argued that criminal behaviour is learned, and therefore the way persons are socialized becomes an important determinant of criminal behaviour. Yet others contend that an environment of civil disorder creates fertile ground for more serious crimes to flourish.

Thus, eliminating disorder would result in a drop in serious crimes as well. All of these research findings are perhaps relevant and interrelated, and together provide a more complete explanation for the occurrence of crime. As a country, we will develop strategies and programmes to minimize the varying social and economic conditions that help fuel crime. Achieving our aspirations for making growth more inclusive and improving social cohesion are

likely to lead to a social and economic environment in which crime is less likely to thrive.

However, there will be a need to focus on particular channels for reducing crime under successive MTDS based on the conditions that may prevail at the time of preparation of each strategy. These may be related to addressing social and economic conditions within disadvantaged social groups and communities, as well as efforts to address the challenges associated with migration. Social strategies for improving citizen security must complement efforts to make policing more effective, as well as efforts to improve access to justice. These areas are addressed in the following two subsections.

NC 4.2: More Effective Policing

While we must improve the social and economic conditions in order to prevent crime, there must also be effective policing. Our police will engage in traditional measures to deter crime and will continue to be responsive to incidents of crime and emergencies. However, we envision a police force that is also proactive and strategic.



To improve the effectiveness of policing, there will be greater emphasis on managing risks; combining law enforcement with situational and social measures; developing procedures to prevent repeat victimization; community policing; and on the use of intelligence.



For greater reach and effectiveness, our efforts to improve security must involve enhancing co-ordination among public law enforcement entities and greater co-operation with the private sector in areas such as training, surveillance, communications, and information sharing. We must also foster stronger ties with neighbouring countries and the international community in areas such as: reducing human trafficking, smuggling, trade in illegal drugs, money laundering, and preventing terrorist activity. It will also be important to incorporate more technology (including the use of CCTV and aerial drones) in our efforts to detect and deter crimes. Some of these approaches may not be easy to implement, but greater efforts will produce better results.

We want our local communities to feel safer and have trust and confidence in the police. We envision a police force that is professional and respectful of fundamental human rights. To deter and reduce crime, our police must be fair and just in order to build legitimacy and public cooperation. Importantly, our police must have the required skills to deal with special groups including children and mentally challenged persons.

Maintaining a secure environment is particularly critical if we are to preserve and expand our competitiveness in the tourism industry. Greater partnerships with hoteliers, security firms, other businesses, local Government, community groups, and other NGOs will be particularly important.

NC 4.3: More Effective Administration of Justice

Administration of justice refers to the rules of law that govern the detection, investigation, apprehension, interviewing and trial of persons suspected of crime and covers those persons whose responsibility it is to work within these rules. The administration of justice is not confined to the courts; it encompasses officers of the law and others whose duties are necessary to ensure that the courts function effectively.



The administration of justice must be fair, just, and impartial. It must uphold rights and punish wrongs according to the “rule of law”. The rule of law is vital for: maintaining our democratic traditions; resolving conflicts, which is important for maintaining social order; and optimizing our ability to generate wealth, given its importance for maintaining an appropriate enabling environment for doing business.

Our administration of the justice system must be fair, accessible, and efficient, but we recognize the need to achieve the right balance among these competing principles. Fairness will be ensured if access to justice is easy, impartial, consistent, timely, allows adequate due process and the recourse of appeal.

Accessibility must take into consideration cost to clients, adequate legal representation for those charged with crimes, measures to address public trust, educating the public and increasing awareness of their rights and responsibilities under the law, the provision of legal aid to those who otherwise can’t afford legal representation,

and the availability of appropriate infrastructure for court proceedings and addressing other legal matters.

Our efforts to increase efficiency and effectiveness of the administration of justice will be focused on the needs of the people; delivering justice in a timely manner; allowing persons to pursue alternative resolution of disputes in matters that need not reach the courts; and allowing for alternative sentencing instead of incarceration where appropriate.

Our system of justice must also adequately address the circumstances of juveniles, providing adequate opportunities to avoid psychological trauma to those who are involved in legal proceedings, and for the redemption of young offenders who might otherwise become hardened criminals. We desire to see a low rate of recidivism among persons who receive custodial sentences. To facilitate this, our prison system will place much focus on the rehabilitation of offenders.

Elements of the administration of justice relating to the role and functioning of the police were discussed under NC 4.2. Over the long-term period to 2040, informed by prevailing circumstances, ways and means to improve administration of justice will be reflected in successive MTDS. We recognize that it will take time to overcome all the constraints facing the system and these may vary over time as the economy, our way of life and technology change.



NC 4.4: National Security

The overall security of our nation is paramount. Our citizens must be able to work and live within our national boundaries without fear and the undue impact on our economy and way of life from external threats.

It is imperative for us to improve our territorial integrity.



Our primary national security concerns relate to: the integrity of our territorial waters and the sustainability of marine resources; the safety of our fisher folks, seafarers and visitors; the integrity of our marine ecosystem; the prevention of illegal entry into the islands, as this has implications for reducing crime including illicit trade in illegal drugs, as well as having social implications including the incidence of unplanned housing developments; and the prevention of terrorist activity which can have disastrous consequences for our tourism dependent economy.

The inflow of illegal migrants is a particularly difficult issue for the Turks and Caicos Islands. The costs to repatriate illegal migrants are significant and there are economic, social, and environmental impacts caused by those who are not detected. These impacts include the stress placed on social services; security risks posed to residents and visitors; the engagement in activities that compromise the country's capacity to generate wealth, (for example squatting affects aesthetics as well as the suitability and availability of land for development); and environmental impacts through inappropriate waste disposal.

Matters regarding illegal migration will be brought under control through a combination of policies including strong deterrents. These matters will be addressed under a comprehensive migration policy and strategy.

Among other important security areas, Turks and Caicos Islands will remain vigilant to avoid the impact of terrorist activity. Moreover, we will pay sufficient attention to our energy, food and water security.

External shocks can potentially disrupt critical energy and food supplies for prolonged periods and can place at risk our ability to access expertise, equipment and spare parts required for sustaining the production of water. Thus, beyond efforts to mitigate and respond to the effects of natural and man-made disasters, we will pursue other ways to safeguard our security in these areas.

In the area of food security, efforts will include increasing our ability to produce a greater portion of important food staples locally; adequate nutrition and food safety; and developing adequate policies, strategies, and capacity to maintain appropriate stocks of food. In the area of energy security, the adequate stock piling of fossil fuels, and encouraging the generation of electricity from renewable sources, will be priorities.

The adequate stocking of spare parts for water generation plants, adequate storage capacity, and encouraging more efficient water use are important measures to improve water security. Detailed strategies in these areas will be reflected in successive MTDS intertwined with strategies to achieve development outcomes across pertinent areas.



Section VI

SDD 5 - Good Governance



Section VI: SDD 5 - Good Governance

It is increasingly recognized that for development to be sustainable, not only economically but socially and environmentally, there must be effective governance—both technical and political. Effective governance institutions and systems that are responsive to the needs of the public can better deliver essential services and promote inclusive growth. Additionally, inclusive political processes ensure that citizens can hold public officials to account.

Governance outcomes will be pursued under three important and interrelated areas over the period to 2040.



These are: good technical governance, good political governance, and effective implementation of national plans. These elements are not mutually exclusive and are expected to contribute to six overall governance outcomes: the integrity of the rule of law, control of corruption, Government effectiveness, political stability,

better regulatory quality, and accountability. Our goal is to strengthen the ability of institutions to engage in good governance practices, reduce corruption and waste.

There will be constant and regular reviews of institutions to ensure: best practices, improve efficiency, they provide the highest quality service to the people in a timely manner and strict adherence to the laws of the land. Over successive medium-term planning periods, we will adjust and improve governance processes to make sure that we achieve targeted outcomes.

NC 5.1: Good Technical Governance

The Turks and Caicos Islands has made great strides in improving technical governance institutions and systems, and this has been supported by the enactment of a new constitution, new legislation, and major reforms to public financial management (PFM). Several reforms were made to establish a robust and transparent public financial management process, including public procurement and auditing, that would result in sustainable operations of the public sector.

Efforts will continue to improve public financial management; for example, embedding programme budgeting, improving sustainable development planning, and strengthening systems for effective implementation of development policies, strategies, and plans. In addition, there must be efforts to secure adequate human resources and appropriately align them with sustainable development outcomes.

There must be efforts to ensure that human resources are used efficiently. In addition, we must mobilize financing to pursue the outcomes set out in national planning documents. These last two elements of technical governance are further elaborated in **Section VII – Getting There**.

We will improve our record management to facilitate important fundamental services that support both economic activity and the general functioning of society. These include such important records as land ownership, births and deaths.

Government entities keep administrative records, some of which are currently used to provide useful statistical data in areas such as education and health. Such administrative

data can be useful sources of information for improving management. Therefore, efforts will be made to improve the collection, processing, and dissemination of useful records.

Importantly, we will use information and communication technology to improve the efficiency with how public sector activity is conducted, including records management. Beyond the benefit related to records management, better use of technology including digitalization, will allow greater access by citizens to public services, and this will make it easier for services to be accessed across our multiple islands.

It will create the following benefits: reduce time frames for providing public-sector services; improve tracking the status of service requests to the public sector; increase the capacity of the public sector to serve more persons and simultaneously enhance Government's accountability to the public by publishing performance reports; improve access to public sector services by TC Islanders in the diaspora as well as foreign investors; and generally improve the provision of services to the public thus enhancing the TCI's image as a leader in the provision of services.

The rule of law is central to the functioning of our society: Our legal framework must remain relevant to optimally enable the effective pursuit of sustainable development. In that respect, the country's legal framework will be reviewed and adjusted as necessary. There must be in place adequate capacity to guide the proper legal conduct of Government's activities in order to improve effectiveness.



OPERATIONAL RELATIONS WITH OTHER COUNTRIES

While the United Kingdom Government will continue to be responsible for foreign relations, we will pursue appropriate operational relations with other countries as part of our efforts to safeguard our country's national interests, national security, economic prosperity, and the integrity of our marine resources.

It will be important to enhance co-operation with our immediate neighbours in order to improve the degree to which we can secure our border, reduce illegal migration, and reduce other criminal activity including drug and human trafficking.

Our relations with the Caribbean Community (CARICOM) will be strengthened as we play our role in developing a stronger region of which we are a part, and from which we can benefit in ways that could include access to skills and opportunities for both outward and inward investments.

We will remain engaged with the rest of the international community in focused ways that will allow us to attract investments, learn from top performing countries on how to attain and improve sustainable development outcomes, and to access better technology that will be critical in transforming our economy.

We will also play our part as responsible members of the international community in reducing trans-border criminal activity, reducing money laundering, stemming terrorist activity, and mitigating climate change.



NC 5.2: Good Political Governance

There is growing acceptance that there are diverging pathways towards more inclusive political and economic institutions. We value our association with the United Kingdom and our democratic system of political governance that is based on the rule of law, and we will continue to take steps to make the system function better.

We will therefore seek to fine-tune our political decision-making institutions so that they are more responsive to the needs of the people and can more effectively drive sustainable development efforts across the economic, social, and environmental dimensions. Additionally, we must continue to ensure that there are adequate “checks and balances” to the exercise of Government’s political and administrative powers.

EFFECTIVE LOCAL GOVERNMENT

We will empower our local Government bodies to address development matters that are best handled at the community level. Local Governments must engage in planning for the long and medium terms in a way that is consistent with and complements the vision, aspirations, and broad strategies laid out in the national planning documents. These documents include the Vision Document, successive Medium-term Development Strategies, and the Physical Development Plan once it is prepared/approved.

The central Government will work closely with local Government bodies to fine-tune the range of services to be administered through local Government, paying attention to issues of scale, remoteness, and human and financial resource constraints. Central Government will also help local Government bodies to strengthen their planning and implementation capacity to provide such services and implement projects. Added to this, it will also help craft and keep under review an appropriate framework for co-ordination and cooperation between the central Government and local Government bodies in delivering services at the local level.

Our local Government will play a key role by including local communities in the consultation processes and contribute to national decision making, policy formulation and strategy implementation, especially where matters will have significant implications for local communities.

We will develop institutional mechanisms for resolving conflicts and empowering local communities to substantially benefit from development activity. Local Governments will be expected to advocate on the behalf of their communities and where possible play a role in assisting the central Government to enforce laws. Toward these ends, the process for representation at the local level can evolve to allow selection through local Government elections.

ENGAGED GOVERNANCE

The Turks and Caicos Islands will build institutions to enhance dialogue with other national stakeholders in order to improve national decision making. In a paper titled, Institutionalizing Engagements for Building Trust: The Case of the Economic and Social Councils (June 2007), the authors noted that:

“Civil participation has emerged as a powerful vehicle for creating effective Government policy, building trust and ensuring public accountability around the Globe. National strategies to promote development have become increasingly dependent on social inclusion and transparent dialogue between Government and civil society to reach their established objectives. In many countries Governments have built formal institutions to encourage civic participation and provide official channels through which society can play a constructive role in the policy making process.”

Engaged governance may be extremely helpful in Turks and Caicos Islands as we seek to overcome the challenges confronting the current system of political governance. We have already started along this path with the planned establishment of a Public-Private Sector Forum, and over the period to 2040 will seek to broaden participation in national dialogue. Towards this end, the establishment of industry groups and NGOs will be encouraged, while the effectiveness of institutions for engaging with Government will be closely monitored in order to adjust for improvement.

ADEQUATE ACCOUNTABILITY AND TRANSPARENCY MECHANISMS

Six “checks and balances” or “good governance” institutions have been established in the Turks and Caicos Islands and they are enshrined in the constitution and supported by ordinances that were revamped in 2012. These institutions

are: The Integrity Commission; The National Audit Office; The Complaints Commission (which perform the typical functions of an Ombudsman); The Director of Public Prosecutions; The Human Rights Commission; and The Supervisor of Elections.

The integrity and effectiveness of these institutions must be guarded, and efforts will be made to entrench good governance practices as part of the political and public-sector culture.

Included in these efforts are mechanisms to improve political transparency and accountability and control corruption. These must be entrenched over the next twenty years. Among other things, these mechanisms must: encourage integrity on the part of persons holding public office and by public officers (including the declaration of assets); establish procedures for investigating corruption; improve access to public sector information; encourage the reporting of wrongdoing within the public sector; and facilitate complaints in order to improve the chances of arriving at fair and adequate resolutions to public sector challenges.

NATIONAL CONSENSUS ON LONG-TERM VISION AND CRITICAL DEVELOPMENT ISSUES

Our shared destiny requires us to build consensus around the aspirations and broad strategies reflected in the VISION 2040 plan. In crafting the detailed strategies to be reflected in successive MTDS documents, it is expected that political parties (and Governments) will differ on how exactly to arrive at the desired long-term goal.

However, there are some critical issues over which it may be best to build strong national consensus and buy-in on the details of strategies to be pursued. One such area will be the plan to address the challenges posed by migration, including illegal migration. Another is how we deal with unplanned developments.

Mechanisms will be developed to identify critical national issues to be addressed through multi-party approaches. The ultimate aim is to minimize or eliminate partisan debate and contest and arrive at national consensus instead. This would involve all political parties engaging in discussions with the public and private sectors and other non-Governmental agencies to arrive at appropriate solutions. The details of these arrangements will be reflected in the first MTDS. The suitability of these arrangements will be reviewed frequently and adjusted if necessary.

SELF DETERMINATION

We continue to value our democratic system of governance but recognize the need to improve relations between the state and the people. We aspire to full self-determination for our people by 2040. That is our ultimate goal.

We will put in place a strong basis on which to proceed based on a collective will to reach our desired outcome. This foundation will include: an entrenched culture of good technical governance; better development planning institutions and capacity that yield better results; improved engagement of key stakeholders in decision-making beyond the electoral process; and a significant level of resources in the Turks and Caicos National Wealth Fund as a key tool for building economic resilience.

Steps taken will be gradual and dependent on progress in setting the foundation. Areas for greater autonomy from the United Kingdom may include but are not limited to control over crown lands, the police force, and public finances.

NC 5.3: Effective Implementation of National Planning Documents

Effective national development planning goes beyond the preparation of good long-term and medium-term plans (including sector plans, thematic plans and land-use plans or physical development plans that are aligned to the national plans).

It must include paying particular attention to addressing strategic priorities, the use of national planning documents to provide the strategic context for preparing the national budget and having in place an appropriate mechanism for implementing the national plans, at the heart of which must lie an appropriate framework for monitoring and evaluation.

Importantly, we must enhance our framework and capacity for project cycle management, especially as we build on the success of efforts to strengthen public financial management and improve the health of our fiscal operations.

Further discussions on the implementation of National Planning Documents are reflected in **Section VII - Getting There**. The efforts to implement national planning documents will be closely monitored and adjusted as warranted to improve effectiveness.

Section VII

Getting There



Section VII: Getting There

The ultimate goal of – **“A high quality of life enjoyed by citizens, residents and future generations”**, means we must achieve the right mix of policies, strategies, and actions across the five SDDs discussed above. To achieve the right mix, we will also have to mobilize the resources needed for implementation, prioritize expenditure given the limited resources, and use resources efficiently.



To support these endeavours, we will need to access appropriate and adequate human resources and align these to the tasks at hand. All of these elements must be brought together through appropriate mechanisms for implementation. We must deliberately manage the processes to achieve the results we want.

We must embed a culture of effective planning and implementation in all aspects of the public service.

Flagship priorities refer to those policies, strategies and strategic actions that are most critical to enable the Turks and Caicos Islands to optimize the attainment of our desired outcomes by 2040.

We will identify “flagship priorities”, link our strategies to the budget, adequately monitor and evaluate our performance, and use monitoring and performance information to improve successive rounds of budgeting and planning. In so doing, we will put in place a framework that will best facilitate effective implementation of plans and strategies. Detailed strategies and related actions to address those constraints will cut across all the SDDs. The necessary strategies to overcome the constraints

are reflected in the 2017 to 2020 MTDS and adjusted in successive MTDS documents based on ongoing assessment of their effectiveness. Given limited resources, some elements of these strategies will be rolled out in successive MTDS documents based on their logical sequencing.

The flagship priorities are reflected in the first MTDS and will be adjusted in successive MTDS documents as the prevailing circumstances warrant.

RESOURCE MOBILIZATION

We must mobilize the resources necessary to achieve the national vision and the targets we have set for 2040. At a minimum, our recurrent receipts must grow in line with the nominal growth in gross domestic product (GDP). Strategies to improve the efficiency of collection or to improve the structure and broaden the tax base should result in the average revenue growth being higher than nominal GDP growth.

Based on the revenue outturn for 2016 and barring significant economic shocks or declines in economic activity, revenue yield over the next twenty years may be modest. Given resource limitations, as well as implementation capacity constraints, expenditure toward reaching desired sustainable development outcomes will be phased over the period to 2040.



Efforts will be made to increase efficiency in the collection of revenue and improve the structure of our tax system. However, with public consultations and subject to fiscal sustainability objectives, new revenue measures will be considered to provide the funds needed to achieve desired sustainable development targets. Reversal of revenue

measures will also be considered when that is deemed beneficial to the country in the long run.

Funding for major projects to reach the outcomes we desire will not always necessarily come from recurrent revenue receipts. To undertake large investments such as the Turks and Caicos Turnpike may require the TCIG and subject to our macro-economic stability objectives to borrow. Additionally, some expenditure can be financed jointly through public/private sector partnerships (PPPs) and/or through other special financing vehicles including those to secure funding from citizens living abroad. Efforts to finance large investments will also include setting aside resources under the Turks and Caicos National Wealth Fund (TCNWF).

Recurrent revenue is expected to be dominated by tax receipts. The three objectives being considered in setting tax policy and strategy are efficiency, fairness, and equity, but there will likely be trade-offs among these. A VAT-type tax is envisaged as a major element to make the tax regime more equitable. However, the regime will be adjusted if necessary to suit our emerging circumstances. Direct taxation such as payroll taxes will allow us to make our system fair by considering ability to pay, which is an important tool to build social cohesion. Efficiency of the tax regime will be a particularly important consideration and therefore our tax regime must be adjusted to help set the enabling environment for the private sector to engage in economic segments where they are, or where they can become, internationally competitive.

We will engage in borrowing only if it is advantageous based on the cost and other terms and conditions of borrowing. However, the country's debt exposure at the time of borrowing, and its ability to service all its potential debt without undue impacts on the sustainability of Government operations, will be key considerations in any decision to borrow.

We recognize that the need to borrow may be triggered by emergencies, or the desire to finance infrastructure projects to improve our international competitiveness, provide significant growth opportunities or are deemed important to achieve sustainable development outcomes. However, as a preferred normal position, debt levels will be kept low (less than 40 per cent of GDP). This will allow Turks and Caicos Islands to be in position to easily access credit during times of emergency.

The need to undertake major investments such as the Turks and Caicos Turnpike may result in debt levels rising beyond what is normally desirable. However, there must be an expectation of strong ability to repay such debt and to reduce it over time back to normal levels.

Such assessment will be made in each budget period based on priorities identified in successive MTDS documents. PPPs will be entertained to finance or support public infrastructure projects or programmes where there is a clear advantage in doing so, – in particular where the project to be financed is economically justified, and where risk is fairly distributed between the public and private sectors.

BUDGETING, ALLOCATION, AND PRIORITIZATION

Our annual budgeting exercise will be an integral element of our planning process. The annual, multi-year budget will reflect the priorities identified in the MTDS, in sector or thematic plans that are consistent with it and with this VISION 2040 plan.

However, with limited resources and other implementation constraints, development efforts will be appropriately sequenced over successive MTDS periods and in line with our stage of development. Programme or results-based budgeting, supported by an adequate monitoring and evaluation framework, will be embedded as part of a strong public-sector culture over the 20-year period and beyond. This is expected to result in the better allocation of resources over time.



But beyond the gradual improvements in allocation of public-sector resources that will result from better

budgeting, an enhanced framework for channelling resources to strategic priorities identified in the MTDS documents (while allowing for adequate continuity in Government activity), is reflected in the 2017 to 2020 MTDS and will be adjusted over time based on assessments of its effectiveness.

A framework for prioritization will be a key element of pursuing sustainable development outcomes. Under this framework, various criteria will be considered in determining the priorities to be reflected in the budget. These may include logical sequencing/phasing, size of investment, implementation capacity, the level of urgency, the availability of financing, and the impact across the sustainable development dimensions, among others.

Implementation capacity will also be considered from two perspectives:

1. Consideration will be given to whether there is adequate capacity to address the issue within the period.
2. Once an item is prioritized, special attention will be given to that area including putting in place additional capacity/support.

HR ALIGNMENT

Programme budgeting must adequately reflect the desired types and quantities of skills that will be required for specific development outcomes. Successive MTDS documents, and/or other specific HR plans as well as annual budget documents will outline the skills needed at each stage, as well as the strategies to be pursued to retain and/or enhance skills and accessing additional skills that are needed.



Generally, for the public sector to contribute to the optimal achievement of development results, it will be necessary to attract and retain a cadre of qualified and highly motivated staff, well suited for the functions to which they will be assigned. We anticipate that the public service will be transformed over the 20-year period into an efficient outfit, right-sized, and right-fitted.

Given financing limitations, we will ensure that sufficient flexibility is allowed to assign staff responsibilities, and for adequate coordination among public sector entities in order to reduce duplication of efforts and build synergies among entities. Efforts will also be made to ensure that staff time is optimally used, and that information and communication technology is deployed appropriately to enhance staff productivity.

IMPLEMENTATION OF NATIONAL PLANNING DOCUMENTS

Good national plans that are linked to the budget must be supported by effective mechanisms for implementation. This often require actions and initiatives across different ministries or agencies in pursuit of common high-level goals that require cross-functional collaboration.

All Government ministries and public sector agencies need to recognize their roles within Government's wider development effort in pursuit of the national vision and acknowledge that these roles are interrelated and interdependent.

The Turks and Caicos Islands will frequently examine the strengths and weaknesses of its development planning and implementation framework and adjust practices in order to achieve the sustainable development results we desire. In that regard, an enhanced framework for development planning and implementation of the Vision Document and successive MTDS document is reflected in the 2017 to 2020 MTDP (Medium Term Development Plan) and will be adjusted from period to period as necessary based on assessment of its effectiveness.

One element of the implementation framework is the establishment of arrangements that would lead to dialogue about achieving the goals set out in national planning documents.

This will include arrangements that will: increase co-operation among public-sector entities, encourage

public-sector entities to take necessary actions to develop sector plans and strategies consistent with national planning documents, and encourage them to act on implementing these sector plans.

An important element of the implementation framework will be the establishment of an effective monitoring and evaluation system to regularly gauge Government's success in achieving its short, medium, and long-term development goals. An effective monitoring and evaluation system is a natural prerequisite for a well-functioning implementation framework for the national planning documents, because it allows us to identify and resolve issues affecting implementation of plans, programmes and interventions.

An adequate framework for implementation of the VISION 2040 plan, successive MTDS documents, and for effective planning in general, must encourage and provide opportunities for monitoring and evaluation information to be used to improve performance and successive rounds of planning and budgeting. Importantly, the framework must envisage engaging the private sector and other appropriate

documents; and undertake other related functions in the context of sustainable development planning.

It will also be important to secure adequate skills and capacity within Government to manage the project cycle. Once priorities have been set, there will be a need for focused efforts to review and adjust policies, prepare project profiles, conduct feasibility studies, secure financing, prepare for project implementation, and guide the interventions where necessary to achieve success. These efforts will be championed by the co-ordinating ministry within the the frame work to support the effective implementation of national planning documents.

MONITORING AND EVALUATION INDICATOR MATRIX

A monitoring and evaluation (M and E) indicator matrix for tracking progress towards the outcomes highlighted under sections II to VI is shown as an Appendix to the First Medium-Term Strategy. A subset of these indicators for judging success at the ultimate goal level, and at the level of the five sustainable development dimensions are shown in Annex 1.

In the full indicator set reflected in the Medium-Term Development Strategy [MTDS], the first column reflects the outcomes to be pursued (the Necessary Conditions [NCs] which are grouped under the five Sustainable Development Dimensions [SDDs]). Targets linked to Sustainable Development Goals (SDGs) are also reflected in that column and have been aligned to the relevant NC.

On September 25, 2015, the global community adopted a set of goals to end poverty, protect the planet, and ensure prosperity for all as part of a new sustainable development agenda. These Sustainable Development Goals, officially known as Transforming our World: the 2030 Agenda for Sustainable Development, are seventeen aspirational "Global Goals" with 169 targets to be achieved over the 15 years to 2030. The Turks and Caicos Islands voluntarily incorporates the 2030 SDGs into its development planning framework to keep us focused on sustainable development imperatives.

The matrix also shows baseline information where these are available and long-term targets to be pursued. Each successive MTDS will reflect a similar matrix with a column to reflect the target to be pursued for the relevant medium-term period. The M and E matrix will be an important tool to guide implementation, monitoring and evaluation efforts.



NGOs in an effort to improve accountability and for the reporting of results to the wider population.

It will be necessary to have appropriate structures and human resource capacity within the co-ordinating ministry to: lead preparation of national plans; champion a new culture of effective planning, entrench a culture of monitoring and evaluation; guide the implementation of MTDS; encourage line ministries, other public sector entities and other stakeholders to take action in line with the VISION 2040 plan and successive MTDS documents; monitor and evaluate implementation of successive MTDS

NOTES

