

PATHWAY TO THE NEW SOCIETY

The People's Charter 2014-2019



UPP NOW... More Than Ever!





"PATHWAY TO THE NEW SOCIETY"

The Ten (10) Landmarks of Progress

I

FROM ECONOMIC STABILITY TO ECONOMIC RESILIENCE:

Safe-guarding and protecting our stable economy from local and international shock-waves.

II

FROM SOCIAL TRANSFORMATION TO SOCIAL COHESION:

Poverty eradication: building bridges of hope and aspiration toward quality lifestyles for all our people.

III

OPTIMIZING THE WEALTH FROM OUR INDIGENOUS RESOURCES:

An integrated approach toward prosperity for all from the wealth of the land.

IV

FROM INFORMATION TECHNOLOGY TO SPACE TECHNOLOGY:

Taking the quantum leap into new frontiers of science and technology especially for the youth of the nation.

V

ENVIRONMENTAL SUSTAINABILITY:

Accelerating initiatives in the control of carbon emissions and protection of the ozone layer. Honouring our international obligations.

VI

THE INNOVATION MIND-SET:

Taking advantage of the native creative genius of our young and gifted citizens.

VII

HUMAN DEVELOPMENT:

Creating the environment for developing and maximising the full potential of all our people.

VIII

CAPTURING THE SPIRIT OF ENTREPRENEURISM:

Placing emphasis on the virtues of self motivation, self employment and self reliance.

IX

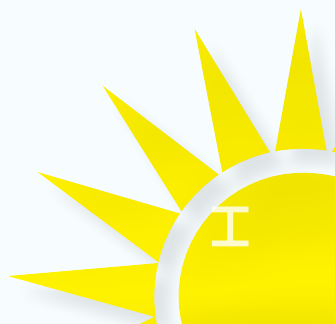
PROMOTING VIBRANT COMMUNITIES:

Setting the stage for harmonisation of goals and objectives and a spirit of cooperation in search of enriched lifestyles within and among neighbourhoods.

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HONOUR DIGNITY AND RESPECT WORLDWIDE:

A proud member of the international family of Honourable and Respected nations



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“The People’s Charter”

“PATHWAY TO THE NEW SOCIETY”

Fellow Antiguan, Barbudans and Residents,

As we, the citizens and residents of Antigua and Barbuda, prepare ourselves to embark upon yet another threshold in our Nation’s proud journey of self determination, self sufficiency and self reliance, a threshold underpinned by our vision of transitioning to the New Society which we have pledged ourselves to become, I am delighted to present to you, my people, the UPP’s 2014 General Elections Statement of Intent.

This Statement of Intent ushers in a new dimension in the Party’s reciprocal relationship with you, the people. The symbolic nature of the Statement of Intent is embodied in this historic document, which we refer to as:

“The People’s Charter”

The Title, “The People’s Charter” derives its origin from three factors.

They are as follows:

- *The Charter represents the culmination of a wide range of deliberations and discussions that we have undertaken over the past five years. It embraces the ideas, opinions and analyses of a wide cross-section of individuals, groups and organisations both at home and abroad.*
- *It is representative of the soul and the spirit, the ideals and the aspirations of a people who, spurred on by the victory of the UPP in 2004, have emerged boldly and triumphantly out of an era of doom and gloom, destruction and destitution, all inflicted upon them by the Antigua Labour Party over the ten years from 1993 to 2003.*
- *It charts the way toward transitioning to the New Society, and is therefore a sacred, binding and irrevocable contract which commits the United Progressive Party, and all who represent its interests or speak in its name, to be held unequivocally responsible and accountable to all the People of Antigua and Barbuda for the successful discharge of the pledges which are enshrined herein.*



UNDER THE
UPP, A NEW
ECONOMY
HAS BEEN
BORN: A NEW
SOCIETY HAS
BEEN FORGED.
GO, TELL
IT ON THE
MOUNTAINS.

My dear people,

The foregoing ideals epitomise the quintessential components of the quality of the new relationship which must indelibly and steadfastly govern the magnificence and majesty of the New Society.

When, in 2004, the citizens and residents of Antigua and Barbuda slammed the door shut on an era of Amateurism, Lip-service and Partisanship, we also embarked on a forward path of Unity, Patriotism and Partnership. Unity, because in March 2004, we united against a lack of transparency and a lack of accountability in Government and we united in favour of a new dispensation of sound economic management and a colour-blind system of Justice, Fair Play and Equal Opportunity for All.

The United Progressive Party remains steadfastly devoted to these moral and spiritual values - each endeavouring, each aspiring, and all achieving - as the foundation for a Golden Age for Antigua and Barbuda.

Forged from these indestructible fires of hope: a renewed belief that we have within ourselves the intelligence, the determination and the intellectual capacity to negotiate the forward path which we had chosen for ourselves and for our children in March 2004, we must, no doubt, be comforted that the considered and measured

policy responses of the UPP Administration over the past ten years have inspired in all of us an attitude of confidence in ourselves and an abiding and unshakeable faith in the future of our beloved Nation.

Today, we can all look back with justifiable pride at the systemic, methodical and intellectually driven way whereby, in just ten years, we have been able to clear the rubble and clean up the unbelievable mess which we inherited, clinically re-lay the foundations, bravely confront the challenges of the world economic depression and successfully manoeuvre our way out of the diabolical depths of desperation and despair into which the nation had been plunged by the uncaring and callous ALP.

Today, thanks to the UPP, Antiguan and Barbudans can once again lift our heads high and, with pride, with grace and with dignity, reclaim our rightful place among the illustrious family of the world's most respected, responsible and prestigious nations.

And now, having experienced the joy of ***"Your country and your future in safe hands with the UPP"***, the Nation can continue on the Express Train to economic growth, stability and resilience with unbridled assurance of peace and prosperity for all.

My dear Antiguan, Barbudan and Residents,

Under the UPP, a New Economy has been born: a New Society has been forged: indisputable corroboration of the fact that, when all is said and done, **"Leadership Matters"**

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The UPP Government's uninterrupted programme of activities which were unflinchingly focussed on rebuilding the foundation for sustainable development in our beloved country have borne an abundance of fruit which have nourished and nurtured the lives, embellished the livelihood and enhanced the quality of life of all our citizens.

Emerging as we did in 2004 from an environment which had brought low our twin island state, Antiguan and Barbudans can now go about their daily chores with a spirit of confidence and a posture of assurance.

Many of our young people who today have come of age can count their blessings that they were fortunate to have been spared the atrocities, the pain and the agony of that unbelievable and unforgivable ALP era.

My dear people, the rebuilding programme which we pledged to undertake in 2004 is well on the way to completion. We have delivered. The evidence abounds. There is none so blind than those who will not see.

Over 280 pledges and counting have been honoured over the past ten years, a record of performance and improvements in Governance in Antigua and Barbuda unparalleled in the history of the Country.

With such a track record of achievements, we in the UPP are confident that, following the general elections of 2014, the Governance of Antigua and Barbuda would continue to rest on our sturdy shoulders; the tried, tested and proven shoulders not only of the dedicated and committed men and women of the UPP, but simultaneously upon the shoulders of our intellectually enriched young and gifted citizens and residents

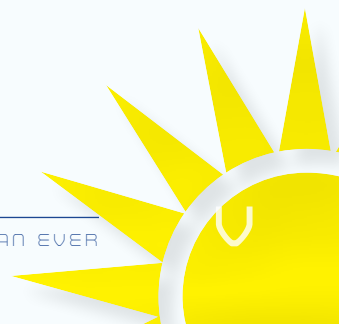
There shall be no end to our march of progress until our vision of the New Society is fulfilled.

Antigua and Barbuda is now poised to move further forward into a new dimension, a dimension of sustainable economic stability and prosperity, a new era filled with unprecedented hope and glorious expectations. The foundation stones have been painstakingly, intelligently and intellectually laid. Maximising the full potential of the rich endowment that has now become the unenviable birthright of all Antiguan and Barbudans is now firmly within our grasp.

Your United Progressive Party has delivered our Country from the depths of disgrace and dishonour to a position of prominence beyond our expectations. We have rebuilt our nation. We have lifted it out of the ruins into which it had been callously made to descend and to degenerate.

Under the UPP Administration, phenomenal strides have been made in restoring the Nation's wealth and maximising the potential of our people. And we praise and thank God for His blessings. But we cannot and must not rest on our laurels. There is still a great deal of work to be done and for this monumental national task all hands must be on deck. All are invited to come forward and join the crusade: "A lot done, More to do".

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GOVERNANCE



Antigua and Barbuda is now poised to move further forward into a new dimension, a dimension of sustainable economic stability and prosperity, a new era filled with unprecedented hope and glorious expectations.

We have now successfully paved the way for the achievement of the highest standard of living for all the people of Antigua and Barbuda. Let us continue to mobilise all our resources in moving our country further forward together, aspiring together, achieving together.

There is no better assurance of this than by your wholeheartedly and unreservedly adopting the ideals, the principles, the goals and the aspirations so comprehensively, genuinely and sincerely enunciated in the UPP's statement of purpose: **"The People's Charter"**.

Go, tell it on the mountain. **"UPP Now: More than Ever"**

Casting your vote magnanimously for the UPP, the People's Party, the United Progressive Party, is the most patriotic step you can take on Election Day to guarantee progress and to protect Antigua and Barbuda - For yourself, for your children, for your grand children, and for children not yet born.

A vote for the UPP is a vote for transition to the New Society. Long live the UPP. Long live the Nation of Antigua and Barbuda.

May Almighty God bless you all and may He continue to bless the Nation of Antigua and Barbuda.

FROM ECONOMIC STABILITY TO ECONOMIC RESILIENCE

ECONOMIC RESILIENCE:

The policy-induced ability of an economy to withstand or recover from the effects of exogenous (external) shocks.

LANDMARK I

Antigua and Barbuda's first three decades after independence were about growing the tourism industry and developing a thriving financial sector. The second three decades are all about "ideas." The global economy now and in the future will be first and foremost driven by ideas. Under the leadership of the UPP, Antigua and Barbuda will not be an idle bystander in this global economic revolution; we will equip our people to take full advantage of opportunities flowing from an emerging global innovation economy. To accomplish our economic objectives in this evolving global marketplace we will fashion a New Economy for Growth and Prosperity driven by knowledge and service industry differentiation. A UPP knowledge-based economy will establish a platform for job creation and sustainable growth. This innovative sector will strengthen Antigua and Barbuda's regional and global competitiveness for decades to come. It is designed to encourage innovation, entrepreneurship and attract foreign direct investment (FDI). It will boost the country's productive capacity, spawn new sources of growth and create wealth.

ANTIGUA AND BARBUDA

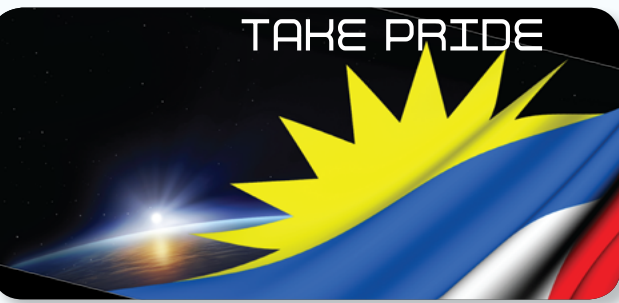
BUILDING ECONOMIC RESILIENCE: A SUCCESS STORY

Small developing states tend to be inherently prone to exogenous shocks over which they can exercise very little control. In the main, such proneness emanates from the small states' structural trade openness and their very high dependence on a narrow range of exports. There are a number of small developing states that, in spite of their inherent economic vulnerability, manage to

generate a relatively high GDP per capita when compared with other developing countries. This can be ascribed to economic resilience building associated with policy-induced measures that enable a country to recover from or adjust to the negative impacts of adverse exogenous shocks and to benefit from positive shocks.

The main argument put forward is that economic resilience can be built through appropriate policy interventions in four principal areas, namely macroeconomic stability, microeconomic market efficiency, good governance and social development.

(Extract: Published by the Islands and Small States Institute, Malta and the Commonwealth Secretariat)



The result of the study quoted above is enough for all our Citizens and Residents alike to feel justifiably proud that Antigua and Barbuda can take its rightful place among the few small states which have emerged defiantly and triumphantly out of the world's most recent economic depression with an admirable level of economic resilience now admired worldwide.

Evidence abounds that under the UPP Administration

- 1) *Antigua and Barbuda's Public Finances were Stabilized*
- 2) *Fiscal Balance Improved*
- 3) *The Foundation was Laid for Sustainable Economic Growth*

As a result of the UPP's fiscal policy initiatives the country's deficit has been reduced, debt restructured, debt-to-GDP ratio reduced from 102 percent in 2009 to 89 percent in 2012 and the Antigua and Barbuda economy grew by 1.7 percent in 2012. The 1.7 percent growth is the first positive GDP expansion since 2008 and the expansion was mainly due to growth in tourism and construction.

There is no doubt these achievements under the UPP have strengthened Antigua and Barbuda's competitive position regionally and globally. The UPP government's customized fiscal policy has moved the nation from negative to positive growth.

These fiscal policy objectives were accomplished, remarkably, without any reduction in public sector employment and cut in social programs.

In summary, it is clear that under the UPP Administration the foundation for economic resilience to enable Antigua and Barbuda to withstand the uncertainties and vicissitudes of the turbulent international economic environment has been firmly laid.

The task of governance today in Antigua and Barbuda calls for nothing less than tried and tested experienced political leadership to manage the country's economy. The UPP political leader and his team have magnificently displayed the quality of experience to govern and have proven themselves highly capable during the worst economic crisis since the Great Depression.

To ensure that Antigua and Barbuda continues to benefit from the gains which have been laid, the new UPP Administration will be guided by the philosophies enshrined in its newly enunciated policy consistent with the transition to the new society: "The New Economy for Growth and Prosperity"

We will pursue this vision, first and foremost, by

- *Establishing a Ministry of Economic Affairs Planning and Development specifically to manage the New Economy for Growth and Prosperity.*

Antigua and Barbuda under the ALP did not take full advantage of the global economic expansion spurred on by the dictates of neo-liberalism during the 1990s. During the 1990s the ALP failed to reform the fundamentals of the economy that was an essential requirement to ensure continued growth and development. Without an economic strategic plan in the 1980s and 1990s, the ALP attempted to diversify the country's economic sectors. The diversification program focused on industries such as offshore banking and Internet gaming.

Economic recovery and growth can only occur when capital markets operate efficiently. Antiguan and Barbudans and foreign investors will be more inclined to invest in Antigua and Barbuda when financial security is assured.

The new UPP Administration will

- *Make economic competition free of excessive interference or influence by government, its agents' or affiliates.'*

UPP regards property rights, freedom of contract and the rule of law as critical organs of our economic structure.



We intend to

- Strengthen economic freedom to bring about rapid economic growth, low unemployment and eradication of poverty in Antigua and Barbuda.
- Become the facilitator in economic development matters, not the dictator!

We will

- Reform outmoded statutes that negatively impact the private sector and
- Establish an effective business regulatory department. This will curtail unfair competition and other injurious business practices and give existing and aspiring businesses the confidence that they have a decent chance of succeeding.

Before a business can compete effectively in a market, it needs current and reliable information.

The UPP government will

- Assist in this area by gathering, publishing and storing current and accurate economic data. Reliable data is to an economic system what trees are to the ecosystem.
- Expand our global reach to include BRIC countries of Brazil, Russia, India and China.

- Pursue the big emerging markets (BEM) of Poland, Turkey, Indonesia, South Korea, Mexico, Argentina and South Africa.

This will provide new export markets and foreign direct investment (FDI) inflows.

All of the BRIC and BEM countries have good potential as export markets for Antigua and Barbuda products, tourism and foreign direct investment (FDI) that will spur economic growth and achieve competitive advantage.

UPP believes that sustainable economic growth is the most vibrant means of creating well paying jobs for citizens and reducing poverty. Apart from creating jobs and generating employment, economic growth produces opportunities for the working class to support their families, build stability and certainty.

A special focus of the “New Economy for Growth and Prosperity” is our tax reform and incentive program.

Upon its return to office UPP will

- Broaden the tax base to enable the reduction in tax rates on saving and investment that will in turn lead to higher wages and output. It will also increase GDP, reduce unemployment and in the medium and long term direct the country's economy toward more investments and exports as opposed to consumption and government spending.



IT IS CLEAR THAT UNDER THE UPP ADMINISTRATION THE FOUNDATION FOR ECONOMIC RESILIENCE TO ENABLE ANTIGUA AND BARBUDA TO WITHSTAND THE UNCERTAINTIES AND VICISSITUDES OF THE TURBULENT INTERNATIONAL ECONOMIC ENVIRONMENT HAS BEEN FIRMLY LAID.

Other incentive measures to be introduced will include:

- Tax credit program that will give businesses a \$5,000 credit for hiring a new employee, thereby partly subsidizing the employee's salary. Since this program would only affect new hires it would help to reduce unemployment.
- A work-sharing program to reduce unemployment where employees will be given half of the pay they lose as a result of working fewer hours. This will significantly slow the monthly unemployment growth and would have the effect of creating 100 new jobs each quarter. The idea is to keep people working at a highly reduced cost.
- Allocate money for the equivalent of Social Security benefits a year early to let people get the equivalent of their full Social Security benefits or pension a year early. This would allow them to retire sooner and make room for younger persons to enter the job market. It would also soften the financial burden on persons who have been laid off but are close to retirement age.
- Put in place a one-year student loan repayment holiday to ease the burden on recent graduates who either could not find a job or who found low-paying work. This would also assist parents who are paying the instalments.
- Institute a tax credit targeted at micro, small and medium size businesses to help them expand their payrolls.
- Lower the corporate tax rate to increase capital flows and investment.

ECONOMIC OUTLOOK 2014 and BEYOND In Sight of the Buoyant and Vibrant Economy



The Verandah Resort & Spa

"Learn to see past your struggle & tears. Soar for a greater you & believe that your brighter days are on the horizon. It's called Faith!" These words should resonate with each and every Antiguan and Barbudan, for we struggled through the most severe economic downturn in the history of the world, and emerged stronger and more resolute. Thanks to the excellent leadership and stewardship of the United Progressive Party administration. So today, as we contemplate the future of our beloved state, and as we are about to make a determination of who to entrust with leadership at this critical juncture in our history, we say to you, the good people of Antigua and Barbuda "Soar for a greater you, and believe that your brighter days are on the horizon" because of the visionary leadership provided by the UPP.

The successes of the UPP have been heralded by regional and international economists and development partners, who all understand and appreciate the herculean task that confronted the UPP Administration in 2009, following the economic calamity and financial meltdown experienced throughout the world.

Whereas previous ALP administrations created a situation where the country's debt burden was unsustainable; where they failed to honour their commitments to local, regional and international suppliers, financial institutions and organizations, it was left to the visionary and sound leadership of the UPP to chart the economy through these troubled waters.

And so it was that, in response to the challenges posed by the international economic meltdown, the UPP administration crafted the National Economic and Social Transformation (NEST) plan.

The four planks of the NEST Plan were:

- a) *The Fiscal Consolidation Programme, under which significant reforms were undertaken.*
- b) *The Economic Action Plan, under which programs were launched to attract foreign and local investment.*
- c) *The Social Transformation Plan intended to protect the vulnerable in society from the impact of the economic crisis.*
- d) *Financial Sector Stability, under which the Government took measures to protect the savings of thousands of households, while preserving employment for those engaged in the financial sector.*

The Eastern Caribbean Central Bank, the Caribbean Development Bank, the IMF, World Bank, the British Department for International Development and the European Union have all hailed the successful implementation of the NEST plan, and how it has transformed the economy of Antigua and Barbuda.

Fortifying the Framework for Sustainable Growth and Development:

The work undertaken, as part of the NEST plan built a solid foundation from which Antigua and Barbuda could launch its economic development, in a sustained and sustainable manner. Having built that foundation, the

UPP administration took steps to grow the economy, and achieved considerable success despite the repeated efforts of the Opposition to sabotage every major development.

Unlike the opposition party, whose focus was to undermine the efforts of the UPP government, for selfish political motives, the UPP has focused on the development of

Antigua and Barbuda, and creating opportunities for our people, in all spheres of endeavour.

The UPP is committed to its mantra of People First and, when re-elected to office, will continue to build upon this proud record of empowering our people and providing a solid well managed economy that supports sustainable growth. Leadership does matter!

DIVESTMENT

With only 42 months at our disposal, of the 60 to which we had been constitutionally entitled to roll out our 2009 manifesto pledges, time did not allow us the luxury to engage in the processes and procedures which were necessary to undertake the divestment programme which we had clearly identified.

We propose to work on these initiatives when returned to office.

The institutions earmarked for divestment are as follows:

- *The Antigua and Barbuda Airport Authority*
- *The State Insurance Corporation*
- *The Electricity Department of the APUA*
- *The Telecom Department of the APUA*
- *The 25% shareholding in the Eastern Caribbean Amalgamated Financial Company Limited (Bank of Antigua)*
- *Acquisition and Divestment of the West Indies Oil Company*

HAPPIER DAYS ARE HERE: MORE TAX RELIEF AND CONCESSIONS

NO ADDITIONAL TAXES

The UPP envisages that, upon its return to office, the main contributor to Non-tax revenue will continue to be the Citizenship by Investment Programme.

We emphatically do not intend to introduce new taxes or increase existing ones. There will be no need to do so since we will not act recklessly and eliminate important tax measures that underpin our soundly conceptualised and clinically engineered macroeconomic structure.

Side by side with this initiative will be the steps which we propose to take to enhance our tax administration through:

- *Better compliance and collections of the taxes and increased economic activity.*

PERSONAL INCOME TAX RELIEF

We have challenged the ALP to state what steps they would take to make up for the shortfall in revenue resulting from the repeal of personal income tax which they have been proposing. No plausible explanation has been forthcoming and we expect none. The ALP knows full well that it is not feasible unless they introduce new taxes or increase existing taxes. The UPP is not prepared to place such an unconscionable burden upon Antiguan and Barbudans as the ALP is recklessly poised to do, or, put another way, "give you with the right hand and take it back with the left hand".

Unlike them, the new UPP administration will continue to put the interest of our people first by giving the following undertakings:

- *Our undertaking that the Personal Income Tax threshold which we have just recently increased from \$3,000 per month to \$3,500 monthly will continue to be honoured and maintained.*
- *Our undertaking to continue to honour our obligation that, while we will retain three tax brackets, the Income Tax Bands and Tax Rates will be amended such that the first \$3,500 would continue to be taxed at zero percent. This means that every dollar up to \$3,500 earned by all workers in Antigua and Barbuda will continue to be free of the Personal Income Tax.*
- *Our undertaking that Income from \$3,501 to \$15,500 will continue to be taxed at a rate of 8 percent instead of 10 percent.*
- *Our undertaking that Income above \$15,500 will continue to be taxed at 25%.*

As a result of these changes made by the UPP Administration, over 4,000 persons will no longer be required to pay Personal Income Tax. A further 14,000 persons that comprise the lower to upper middle class would continue to see their monthly taxes reduced by an average of 20 percent. Even the high income earners will continue to see a reduction in their taxes. So everyone benefits. Under an ALP

Administration these benefits will be threatened.

The changes are projected to result in a \$9 million reduction in tax revenue, but rather than increasing other taxes, or cutting social programmes, as proposed by the ALP, the New UPP Administration will

- *Make this up by improving compliance across all tax types, but more particularly Property Tax in respect of high-end properties.*
- *Now that the Citizenship by Investment Programme is up and running, we project an increase in stamp duties and other related fees that will help to offset the revenue loss associated with the adjustment in the Personal Income Tax*

Unlike the ALP whose inept and irresponsible Leadership come up with clandestinely fabricated schemes without thinking through or caring how they will pay for them, the new UPP Administration will

- *Continue to rely on the collation and analysis of hard data and careful planning to effect changes that will benefit the population without jeopardizing fiscal stability.*

THE EASTERN CARIBBEAN
CENTRAL BANK, THE
CARIBBEAN DEVELOPMENT
BANK, THE IMF, WORLD BANK,
THE BRITISH DEPARTMENT
FOR INTERNATIONAL
DEVELOPMENT AND THE
EUROPEAN UNION HAVE ALL
HAILED THE SUCCESSFUL
IMPLEMENTATION OF
THE NEXT PLAN

FROM SOCIAL TRANSFORMATION TO SOCIAL COHESION

SOCIAL COHESION:

a process of building shared values and communities of interpretation, reducing disparities in wealth and income, and generally enabling people to have a sense that they are engaged in a common enterprise, facing shared challenges, and that they are members of the same community.

LANDMARK II

Social cohesion is a state of affairs in which a group of people (delineated by a geographical region, like a country) demonstrates an aptitude for collaboration that produces a climate for change that, in the longer run, benefits all.

SOCIAL TRANSFORMATION IN ACTION

We believe that a nation becomes worthy of its name by the way it treats the most vulnerable among us.

At the core of the UPP has always been our fulfilment of the biblical precept - whatever you do to the least of these, you do unto Me.

A UPP Government will honour its commitment to continue its recently launched programme called the Human Entrepreneurship and Assistive Resource Technologies (HEART).

This was made clear when, on the capital side of this year's budget, we undertook to spend nearly 110 million dollars, as we continue to build our capacity to deliver on this new era of growth and opportunity to which we have committed ourselves.

WE IN THE UPP HAVE LONG
ESTABLISHED OUR CREDENTIALS
AS A CARING GOVERNMENT

CARING SOCIAL SERVICES

Upon our return to office, the re-elected UPP's Social Transformation Programme will continue unimpeded. In the next five years we will continue to focus on (i) improving the delivery of social services and (ii) providing direct support to vulnerable groups, all within a philosophy of breaking the cycle of inter-generational poverty.

IMPROVING SERVICE DELIVERY

- *We will establish a Social Protection Bureau that will serve as the country's central registry for the poor and vulnerable.*

We will make the central registry the point of collection of information on all of our poor, indigent and vulnerable populations.

- *We will introduce a family support programme that will address the social, economic, health and education related needs of poor and indigent households.*
- *We will also ensure that our social safety nets reach the neediest among us.*
- *We will review our social services programmes to include a broader range of services like food vouchers and health exemption cards.*

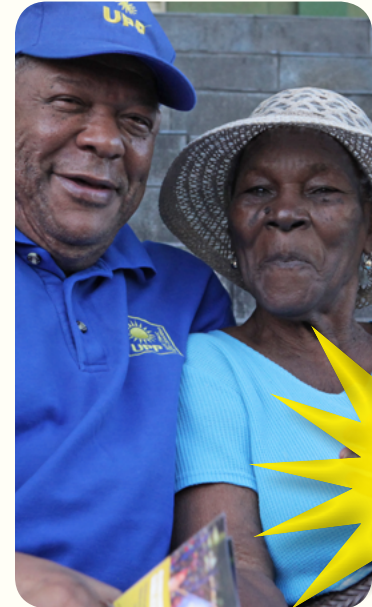
SUPPORT FOR THE DIFFERENTLY ABLED

Our society must become more sensitive to the needs of the differently-abled.

We will seek to ratify the convention on the Rights of Individuals with disabilities and systematically implement the protocols.

- *We will lead the way by ensuring that Government buildings provide easier access and related facilities to cater to persons with disabilities and we will work with the Private Sector to ensure that they follow suit.*
- *We will ensure that all new constructions of buildings to serve the public cater to the differently-abled.*
- *We will ensure that our education system caters to the differently-abled and allows them to benefit from a quality education.*
- *We will remove all duties, taxes and environmental levies on the importation of special needs vehicles by persons with disabilities.*
- *We will collaborate with the owners of public transport vehicles and provide them with incentives to equip their vehicles to cater for people with disabilities.*

SUPPORT FOR SENIOR CITIZENS



- *We will ensure that we have a new Senior Citizens Home that will allow our Seniors to enjoy the quality of life to which they are entitled.*
- *We will work with private service providers to ensure that there are appropriate standards of care for Senior Citizens.*
- *We will maintain our Home Improvement Grant for the Elderly, assist with the provision of labour and materials for low income elderly persons, or senior citizens who are physically or mentally challenged.*
- *Senior citizens with limited financial means who are suffering from mobility problems will be provided with wheelchairs, walkers and other enabling devices by the State.*
- *Improve and Expand the GRACE Programme.*

GUARANTEEING THE CONTINUATION OF THE SOCIAL SAFETY NET

Upon the UPP's return to office, Citizens and Residents will be able to rely upon the Government to continue with the Party's well conceived wide range of social safety net programmes and to persist in promoting the policies that provide training and employment opportunities for our people.

The UPP will continue with the following measures:

- *The School Uniform Grant.*
- *The National School Meals Programme: over the next two years a re-elected UPP Government will continue to work with the private sector to increase the number of primary schools on the programme from 18 to 26.*
- *The Funeral Grant of \$1200 to the family of persons who do not qualify under the Social Security Plan to assist with funeral expenses.*
- *The \$2500 Home Improvement Grant to beneficiaries whose homes are in need of repair.*
- *The National Student Loans Fund (NSLF) with a loan limit of up to \$50,000 to Antiguan and Barbudan students who are at least 18 years at an interest rate of 3 percent per annum.*

THE SCHOLARSHIP PROGRAMME

The UPP Administration has demonstrated its unwavering commitment to empowering our youth and increasing Antigua and Barbuda's human capital stock. **More than 3,000 Antiguan and Barbudans have been exposed to higher learning in over a dozen countries during our two terms in office.**

When returned to office the UPP Government will continue

- *To make use of its diplomatic relationships to deliver an increasing number of scholarships to our youth for long and short term training courses.*

- *To ensure that all LEAP awardees receive a stipend during training, and that each receives a \$5,000 award on the successful completion of the attachment.*

The New UPP Government will

- *Increase the number of LEAP cohorts from the original 15 awardees to 30, thereby offering more of our young people a start on the path of nation building through service.*
- *Continue our very successful Government Employment and Training Opportunities Programmes that will help make job seekers more employable while at the same time providing a source of income.*



- *The Leadership through Excellence Award Programme (LEAP) which provides for further training of our young, unemployed university graduates, on the basis of their academic and scholastic achievements, at various Government Ministries and Departments.*

These employment and training programmes will include

- *The New Work Experience Programme which will continue to provide an opportunity for job seekers to work in the private sector and Statutory Bodies for a period of six months*

(with the option of an extension for another six months.) The practical experience gained from this training will give the participants a competitive edge as well as boost their morale and confidence.

- We will ensure that the One Stop Employment Centre within the Labour Department will continue to assist the participants, who successfully complete this programme, to find permanent positions in the private sector.

We will

- Continue the Antigua and Barbuda Skills Training and Empowerment Programme (ABSTEP).

This is being implemented with financial support from the World Bank. It will offer employment and training opportunities to about 1,000 Antiguan and Barbudans between the ages of 17 and 50. Participants of the ABSTEP will receive EC\$1600 monthly for a period of six months.

We will

- Keep on board The Enterprise Achievement Challenge (EACH) which is intended to empower youth and single mothers by creating employment opportunities for them.
- Continue to provide training, under the EACH Programme, in 14 areas to include tailoring, shoe and leather repairs, auto-body repair,

auto mechanics, automotive electronics, door hanging and door lock installation, small engine repair, horticultural & landscaping services, and blacksmithing.

The Enterprise Achievement Challenge (EACH) is a collaborative effort between the Government and PDV Caribe Antigua and Barbuda Ltd. In 2014 EACH will be expanded to accommodate up to 120 trainees.

UNINTERRUPTED SUPPORT FOR PENSIONERS

Under the new UPP Government steps will be taken to review all pensions at regular intervals to bring them in line with what is reasonable and practical given the rising cost of living and the demands upon the Government to meet such long term obligations.

The UPP will

- Retain the property tax benefit whereby a pensioner can claim a 50 percent reduction in his/her tax liability provided that the pensioner resides at the said property.
- Ensure that the number of pensioners who benefit from the Senior Citizens Utility Subsidy Programme administered by PDVCAB will be increased from 5,000 to about 5,500 in the first instance in 2014.
- Also ensure that Pensioners in Antigua and Barbuda who are also eligible to receive a waiver of the 10 percent Travel Tax

once application is made to the Ministry of Finance will continue to do so.

A UPP Government will

- Investigate the feasibility of a new intervention to benefit this group of citizens and residents by way of indexing of Government pensions.
- Hold firm to our decision to index Government pensions.
- Mandate the Pension Modernisation Commission to consider options to give effect to this decision.

Before the mechanism is finalized and implemented, the UPP will ensure that the Pensioners' Association is consulted on the recommendations.

UNDER THE NEW UPP GOVERNMENT STEPS WILL BE TAKEN TO REVIEW ALL PENSIONS AT REGULAR INTERVALS TO BRING THEM IN LINE WITH WHAT IS REASONABLE AND PRACTICAL

UNCONDITIONAL SUPPORT FOR PERSONS WITH DISABILITIES

The UPP Government will continue to

- Provide a grant to the Association of Persons with Disabilities to help fund some of its programmes, and will
- Ensure that the Association remains eligible for ABST relief based on the provisions of Schedule 5 of the ABST Act and Regulations, and that
- Importation of wheelchairs, prosthetics and related tools and parts are eligible for relief of the import duty.

In keeping with the United Nations Convention on the Rights of Persons with Disabilities, the UPP Administration will

- Make the Convention a part of the laws of Antigua and Barbuda,
- Re-engage the Association to develop a series of programmes for the benefit of persons with disabilities along specific lines including:
 1. Access to inclusive education;
 2. Eliminate barriers to their participation in the workforce;
 3. Strengthen social protection services for members of the Association; and

4. Facilitate the independent living and care of persons with disabilities.

We will bring together a group of public and private sector representatives to participate in this process and to help design an action plan to guide implementation of the programmes.

A UPP Government will

- Stubbornly protect the waiver of the 10 percent Travel Tax for all disabled members of the Association.

And generally speaking

- Facilitate the creation of programmes that will improve the overall quality of life of fellow citizens and residents with disabilities and ensure they enjoy full equality under our laws.

PEOPLES BENEFIT PROGRAMME

The Peoples Benefit Programme is a UPP created initiative administered by PDVCAB and also targets both persons with disabilities and those economically disadvantaged.

We will

- Ensure that Beneficiaries of this programme continue to receive the special debit card that is loaded with \$215 each month and enables the disabled to purchase food and selected personal items from designated outlets.

SINGLE PARENTS

Immediately upon our return to office, the UPP will arrange for the Board of PDVCAB to revise the criteria of the People's Benefit Programme to allow single parents to qualify for the \$215 benefit even if their monthly income exceeds the existing \$800 threshold.

OTHER RELIEF MEASURES

Under a UPP Administration, the following additional relief measures will also be sternly protected:

- (1) Zero-rated residential construction – that is, no Antigua and Barbuda Sales Tax for residential construction
- (2) \$150,000 owner occupied residential allowance for the property tax;
- (3) Personal income tax deductions in respect of:
 - interest paid on residential mortgages;
 - contributions paid into approved pension schemes;
 - health insurance premiums; and
 - tuition payments on behalf of children pursuing university studies;
- (4) Reduction of the stamp duty on mortgages from \$6 per thousand to \$4 per thousand;

- (5) *Reduction of the mortgage interest rate by reducing the corporate income tax payable by banks offering 8 percent or less. A further reduction provided in the legislation for banks that offer a mortgage rate of 7 percent or less;*
- (6) *Reduction of the combined stamp duty on the transfer of property valued at \$500,000 or less from a parent or grandparent to a child or grandchild from 10 percent to 2 percent;*
- (7) *Removal of the stamp duty on the discharge of charge for residential property, which means that once a person has paid his residential mortgage in full, he/she will no longer have to pay stamp duty in order to retrieve his land certificate.*
- (8) *The Christmas Barrel.*
- (9) *Duty free concessions and a subsidy to bus operators to ensure that bus fares do not increase with changes in the price of fuel.*

RESPECTING THE RIGHTS AND DIGNITY OF SENIOR CITIZENS AND PERSONS WITH DISABILITIES

Handicapped as we had been by the unpatriotic machinations of the ALP to reduce our term of office by eighteen (18) months, we found ourselves compelled to delay temporarily the implementation of a few pledges made in our 2009 manifesto. We remain committed to these pledges and will pursue

them vigorously upon our return to office. They include the following:

- (1) *Enact Legislation to mandate equal rights in living and at the work place for persons with disabilities.*
- (2) *Build a Senior Citizens Centre in the St. Phillip's North Constituency.*

GENDER EQUALITY: A HUMAN RIGHTS OBLIGATION

The UPP's record on protecting and preserving Women's rights is highly commendable. As Antigua and Barbuda, under a UPP Administration, continues to make great strides toward true gender equality we recognise that a critical catalyst to this is women's empowerment.

We also recognise that in a country in which a significant percentage of our households is headed by females, women's empowerment is vital to the sustainable development of our society and economy. The empowerment of our women is essential to the realisation of Human Rights for all and a pre-requisite for the realisation of equal opportunity for all people.

A New UPP Government will continue to actively pursue Gender Equality by addressing the following:

- *Women's Reproductive Health.*
- *Balancing Work and Home Life.*

- (3) *Create a Senior's Recreation Area with the provision of nutritious meals at the Empowerment Centre at all Saints.*
- (4) *Maintain the special fund of \$250,000.00 to finance the various activities, equipment and services of the Antigua and Barbuda Association of Persons with Disabilities.*

- *ICT programmes aimed at Enhancement of Skills, Knowledge, Access to and Use of Information Technology.*
- *Creation of a data base to provide important information on violence against Women.*
- *A safe environment for Victims and Survivors of Violence to discuss experiences and seek help.*
- *Provision of a Fund to assist female Victims of Domestic Violence who are forced to leave their homes.*

CREATING BALANCE

A re-elected UPP Administration will

- *We will pilot a Bill to provide for protection of Men in Marriage and to address the issue of violence against men by women.*

OPTIMISING THE WEALTH FROM OUR INDIGENOUS RESOURCES

"sometimes, we do not recognise how resourceful our villages are, and we tend to remain in a state of dependency and feel that others are obligated to bring development to us, but I want to encourage you to look within your villages, to see for yourself that you, as a people, have rich resources and you will have to start to strongly examine those options.

PAULINE SUKHAI - Amerindian Affairs Minister, Guyana

LANDMARK III

NEW SOCIETY:

NEW DIMENSIONS IN THE TOURISM SECTOR

Tourism continues to be the bedrock of the economy of Antigua and Barbuda. The Sector generates approximately 75 percent of our foreign exchange.

Faced with increasing competition for market share regionally and globally, as well as evolving tourist tastes and interests, it is imperative that Antigua and Barbuda evolve a dynamic and aggressive philosophy in order to overcome these challenges and capitalise

on opportunities arising in the industry. This is critical to ensure that our destination remains competitive and preserves its leadership status in the export of tourism services.

The new UPP Administration will maintain constant vigilance over the changing dynamics within and outside of the sector and implement policies and programmes which will boost Antigua and Barbuda's competitive

advantage and increase our market share.

NATIONAL SUSTAINABLE TOURISM DEVELOPMENT PLAN

Upon our return to office, we will focus a great amount of emphasis on the implementation of the most feasible elements of the National Sustainable Tourism Development Plan, the Final Action Plan Report which was completed in July 2013.

FACILITATING INVESTMENTS IN TOURISM

Through the Tourism and Business (Special Incentives) Act (TBSIA), the sunset legislation that offers more generous incentives and concessions to investors than those provided through the Antigua Barbuda Investment Authority Act, the UPP Administration will continue to promote investments in the tourism and business sectors.

We will do so by examining the economic justification for broadening the scope and value of concessions and determining whether there will be need to expand the two-year time span of the TBSIA.



Prime Minister Spencer and Gordon "Butch" Stewart

Immediately upon return to office, we will continue to put in place all the modalities needed to facilitate speedy construction of the Beaches Hotel project at Long Bay – the first to benefit from the concessions allowed under the provisions of the TBSIA. This US\$150 million project will bring to Antigua and Barbuda a world renowned brand that will increase the number of visitors to our shores.

This will create employment for at least 1400 citizens and residents. The project involves the creation of a Public Park facility that will boast new roads and beach parking, improvements to the beach area, vendors' kiosks, a new water sports facility, public rest-rooms and showers, a well appointed play area for children, and new restaurants to cater to locals and tourists alike. In constructing this Public Park, special

care will be taken to ensure the natural and cultural heritage of the area is preserved. Further, the residents of the communities surrounding Long Bay can be assured that employment and other economic opportunities will be made available to them during and after the construction of the Long Bay Public Park.

FURTHER INITIATIVES

To further achieve and expand this advantage in the Caribbean, Latin America and within the global marketplace a UPP government will:

- Partner with Antigua and Barbuda tourism stakeholders to implement a market differentiation model to gain competitive advantage based on development of market differentiators such as culture/community/heritage tourism, healthcare services and sports tourism.
- With a brand new international airport terminal in 2014, less than four hours of flight time from North America and with its gorgeous beaches, inviting tropical climate and all its alluring attributes, a UPP administration will reinforce its impetus to enhance and enrich this nation's tourism product to surpass all other countries in the region.

CULTURE/COMMUNITY/HERITAGE TOURISM

This special interest tri-sector tourism attraction includes museums, art galleries, historic theme parks, and heritage sites, performing arts and cultural festivals.

UPP will continue to aggressively pursue our pledges made in 2009 to:

- Undertake the construction of beach parks equipped with picnicking, recreational and entertainment facilities as well as emergency medical services

- Develop a concept of Community Tourism by training locals to provide accommodation and other services to visitors in their communities.
- Establish a Product Enhancement Fund to facilitate overall development and expansion of products.
- Establish a Caribbean Theme Park in the Perry Bay/Donovan's foreshore area.

In addition we will

- Brand Antigua and Barbuda as a preferred cultural/community/heritage tourism destination in order to increase local, regional and international participation in the arts in Antigua and Barbuda.

Under the UPP, a branded tourism niche that emphasizes local culture will foster international growth in calypso and steel band music.

- Bring together all stakeholders to participate in the development and growth of this niche. The programs we establish will involve community partnerships, recurring evaluation, useful research and application of an enduring marketing program.
- Design and implement programs that would create sustainable linkages between the arts and tourism in local communities throughout Antigua and Barbuda.
- Establish a cultural/community/heritage tourism visitor service program that will engender respect for local treasures and at the same time guarantee customer satisfaction and value.
- Transform these assets into highly marketable, sustainable, revenue generating and jobs creating differentiators.
- Implement an effective conservation management program that will oversee the protection of inimitable community/cultural/heritage assets.

- Re-launch Antigua and Barbuda's annual homecoming festival to be held in November during the independence celebrations. Activities will include: food fair, school and college reunion, local community reunion, art exhibits, cultural shows and competition, concerts featuring local, regional and international artists.



As part of its tourism program UPP will invest resources to increase sports participation travel which focuses on the tourists who travel to participate in a specific sport activity for leisure or fitness. These will include celebrity marine sport, yachting and the Caribbean Premier League (CPL)

UPP will

- Ensure that Antigua and Barbuda has first class venues for all such sports activities.
- Provide incentives to attract more spectator tourists who travel for the purpose of recreation, leisure or fitness.
- Undertake an extensive international strategy to market Antigua and Barbuda as a premier sports tourism destination.

ENHANCING THE TOURISM PRODUCT

As we continue in office in 2014, the UPP Administration will focus on developing new initiatives to improve our tourism product. Principal among these will be repairing and upgrading various areas in our capital city.

Priority will be given to:

- Developing and uplifting various parts of the capital city to improve the aesthetics of St. John's;
- Negotiating with regional and international financial institutions, to provide funding to the St. John's Development Corporation to undertake a redevelopment programme for lower St. John's. This programme will include rehabilitating the seawall of the waterfront from the Old Bryson's Building to the Deep Water Harbour;
- Repairing streets; restructuring gutters and sidewalks; installing waste run-off collection areas; providing a clear path connecting Redcliffe Quay and Heritage Quay along Commissioners Alley; and repairing and upgrading public bathrooms.

Much of the work will involve

TRANSFORMING THE CAPITAL CITY

This will include:

- Ensure the early commissioning of the Sunrise Hub multi-story car park
- Continue to place CCTV units throughout the city
- Provide incentives for city property owners to maintain their structures in good repair
- Assist the owners of derelict properties to demolish and remove those that detract from the aesthetics of the city
- Install a modern sewerage disposal system

- Increase designated areas for establishing vendor kiosks as a means of boosting opportunities for micro and small business entrepreneurship in the capital city
- Develop a methodical approach for upgrading the physical and infrastructural conditions of the city's suburbs and residential areas including public beautification and tree planting drives

MODERNIZING AND EXPANDING THE PORT OF ST. JOHN'S

This project will involve:

- Transforming the existing port facilities into a vibrant Economic Hub for the Capital City and Nation.
- A complete reconstruction and overhaul of the port's infrastructure, including new buildings and new, modern equipment and machinery.
- Establishment of an Economic Free Zone within the Port Facilities as a centre for Entrepot Trading, Enclave Manufacturing and Assembly, Warehousing, etc.
- The creation of several high quality jobs.



TOURISM MARKETS

- We will devise an effective marketing and promotion strategy to attract tourists from the key source markets. This will be done by way of an Integrated Online Strategy, aspects of which were unveiled by the UPP Administration in early 2013.

- We will undertake a full launch of the new global website *VisitAntiguaBarbuda.com* which will be produced in seven languages to appeal to Antigua and Barbuda's new and existing tourism markets.
- We will retain the 2 percent ABST fund that was established in 2012 to finance the country's tourism marketing activities.

MARITIME SERVICES

A New UPP Administration will

- Ensure that the Yachting Community will continue to be exposed to the most modern standards of safety with competitive incentives to meet the needs of ship and yacht owners for efficient and economic operations.
- Ensure all aspects of safety, security and requirements for cleaner oceans.
- Ensure that international requirements and standards into its many maritime activities associated with shipping are steadfastly enforced.

We will

- Implement a more efficient and effective Maritime Administration including a one stop shop service centre where all services related to and including registration of ships and yachts are available under one roof.
- Continue our program of diversification and expansion with emphasis on growing the Mega Yacht Registry and seek alliances and partnerships with organizations in other parts of the world to expand our commercial ship registry.
- Develop a maritime cluster in Antigua and Barbuda that will represent an amalgamation of all the available maritime agencies and services.

YACHTING Greater Support For Yachting

Spurred on by the successful initiatives of the UPP Administration, Antigua and Barbuda continues to stand tall as the Yachting Capital of the Caribbean, with its world class yachting facilities and marinas.

The UPP in Government will provide greater support to this sector through the following:

Continue to pursue our pledges made in 2009 to:

- Publish a MEDIA Guide and yachting magazine to allow for better and more coverage of events in the industry.
- Create a yachting desk at the Ministry of Sports with linkages to the Ministry of Tourism, Culture and the Environment.
- Employ a Yachting Liaison Officer to design programmes to promote the industry and to explore opportunities for youth participation and apprenticeships.

In addition we will

- Introduce a Yachting Act to allow for the orderly development of the sector.
- Facilitate skills training for Antiguans and Barbudans who want to work in the yachting sector.
- Improve the Customs, Immigration and Port Authority facilities.
- Ensure that the programme continues to operate, allowing for online pre-notification of arrival by visiting yachts. This has reduced immigration and customs clearance times and has certainly helped to secure the success of the various regattas and yachting shows in Antigua and Barbuda.

- Invest in expanding the country's annual regatta to attract more luxury yachts and celebrities from around the world. Activities such as boat racing and other water sports will be part of the expansion plan for Antigua and Barbuda's annual regatta.



THE VC BIRD AIRPORT

Air-bridge

Once re-elected, the UPP assures that, come September 2014, visitors travelling by air into and out of Antigua will be treated to an enhanced passenger experience at the new V.C. Bird International Airport terminal.

The ongoing enhancement of the VC Bird Airport Project will include the following:

- Resurfacing of the present runway
- Extending the length of the present runway by 300 meters and its width by another 15 metres. This larger, improved runway will be able to accommodate direct flights from distant locations like China, Central and Eastern Europe, thus expanding our tourism industry beyond its traditional markets.
- Installation of a new Fire Station
- A new and expanded Cargo Shed Facility, improving the airport's utility as a transshipment centre for air cargo.
- A modernized Air Traffic Control Tower, with new state-of-the-art electronic equipment, including modern Radar facilities.

The new UPP administration will be continuously engaged in:

Enhancing the competitiveness of the sector by:

- Upgrading and refurbishing existing properties;
- Adding brand name hotels to the Nation's product offerings;
- Diversifying our source markets to include the leading emerging economies in India, China, and Latin America;
- Undertaking investments in alternative energy to reduce high energy costs.
- Establishing a "Hotel Refurbishment, Energy Efficiency and Food Production Fund"
- Establishing a Fund for the retrofitting of air conditioning and lighting systems in the Hotel Sector as a means of reducing energy costs

We will

- Increase the rebate on land taxes for eligible entities;
- Implement an international marketing strategy promoting Antigua and Barbuda as a "green" destination;
- Facilitate the development of Heritage Tourism Projects;
- Roll out a National Awareness Host Campaign;
- Create an enabling environment to spur the development of Community Tourism and expand attractions outside the traditional tourist sites;
- Create more linkages in the tourism industry to ensure that economic benefits are balanced and accrue to as many people as possible.

GREATER LOCAL PARTICIPATION

The UPP will

- Encourage hotels and restaurants that benefit from government incentives to participate more in the development of the communities throughout the nation.

Strongly support all investments that make maximum use of local content, establish joint partnerships with local concerns, or promote the use of local products and expertise.

- Continue our programme of developing community ventures that highlight the positive attributes of our communities and enhance the livelihoods of their residents.

HERITAGE PROMOTION

The UPP will create a distinctive Antigua and Barbuda cuisine that promotes the use of local ingredients, culinary specialties and beverages, while maintaining international industry standards.

We will adopt a specialized programme for the enhancement of arts and craft development, indigenous manufacturing and merchandising programmes.

DEVELOPING THE HUMAN RESOURCE BASE

A UPP Government will

- Conduct a comprehensive Needs Assessment of the Tourism industry to determine the human resource development needs of the industry.
- Formulate a comprehensive human resource development programme aimed at increasing local involvement in all levels of the industry.
- Work closely with the private sector to enhance institutional and on-the-job training for our hotel workers, tour guides, taxi drivers and other tourism service providers.

DIRECT SUPPORT TO THE SMALL HOTEL SECTOR

A UPP Government will place renewed focus on the small hotel sector.

We will

- Develop a new Tourism Incentives Act that, among other things, provides greater support to small hotels, guest-houses and ancillary services.
- Assist the small hotel sector with a special marketing fund to assist with promotional activities.

PROMOTING HEALTH TOURISM

When we completed the Mount St. John Medical Centre we wanted to improve the quality of health care for citizens and position Antigua and Barbuda so that it could be marketed as a viable health tourism destination.

Under a UPP administration, persons at home and throughout the region who would normally travel overseas for medical treatment, will get high level medical care right here in Antigua.

The UPP will ensure that with an ever increasing demand for offshore healthcare services, Antigua and Barbuda, with a highly developed tourism sector, a highly educated workforce, modern technology and fewer than 4 hours via air travel from the United States, will use these distinct advantages to establish a healthcare services tourism industry.

Such an industry will generate over US\$100 million in annual revenue and create hundreds of well paying jobs for the Antigua and Barbuda economy.

A UPP government will forge close collaboration between the public and private sectors in health and tourism to aggressively pursue our health tourism programme during our next term of office.



The re-elected UPP Government will continue to oversee collaboration between the Antigua and Barbuda Cruise Tourism Association, the Antigua Pier Group, the Antigua and Barbuda Tourism Authority and the St. John's Development Corporation on a plan to effect long-term infrastructural developments to the St. John's Harbour. The plans include sweeping and dredging of the harbour to ensure Antigua and Barbuda can accommodate the Oasis Class ships. The overall development work at the St. John's Harbour will be completed during the summer months to ensure the port is ready for the 2015/2016 season.

VIBRANT CRUISE TOURISM SECTOR

The cruise tourism sector has served us well over the years and we will continue our support to this sector by embarking on a comprehensive product development programme that improves our land-based amenities and encourages our visitors to spend more time exploring our beautiful country.

We will enhance the aesthetics of Heritage Quays and increase the range and quality of options available to the thousands of visitors who visit our shores every year.

NEW TERMINAL FOR REGIONAL AVIATION HUB

UPP will continue to develop freight, charter and private jet markets all aimed at making Antigua and Barbuda the Region's most sought after Terminal Hub.

A REVITALIZED AGRICULTURE SECTOR

It remains the unrelenting goal of the United Progressive Party to restore the nation's agricultural sector to the position of prominence which it once enjoyed in the development of our economy and, in particular, to stimulate increased demand for the consumption of local produce.

During the new term of office the UPP's Agricultural programme will be driven by the following developmental imperatives in agriculture and fisheries:

- *Enhanced Food and Nutrition Security*
- *Preservation of the Environment and Natural Resources as well as conservation of Biodiversity*
- *Climate – Proofing and building resilience of the sector to natural and man-made disasters*
- *Expanding and strengthening of strategic partnerships and linkages*
- *Applied Research and development and Capacity Building*
- *Strengthening and continuously updating Policy and Legislation*
- *Establishment of a comprehensive National Agricultural Information System*
- *Upgrading of Regulatory and Support services*
- *Focus on gender, youth and persons with disabilities*

ENHANCED FOOD SECURITY

While the UPP's interventions such as the Backyard Garden Programme are contributing to reducing hunger and poverty, the Party is convinced that significant progress towards zero hunger, elimination of poverty, and improved food security will

be realised through increased food production on a larger scale. Increased food production would require the allocation of additional lands for agriculture purposes and strengthening the outreach and technical services provided by the Ministry of Agriculture. In active pursuit of this objective a re-elected UPP Government will

- *Strengthen the agriculture stations by employing contract workers in order to strengthen and improve production at Cades Bay, Christian Valley, Greencastle, Betty's Hope and the Cotton Station as well as retooling them with modern tools and equipment.*
- *Ensure consolidation and acceleration of growth already achieved in the sector via:*
 - *Targeted year round Production*
 - *Sustainable farming and fishing methods*
 - *Strategic Marketing*
- *Overhaul and expand catchment areas to improve harvesting, storage and distribution of rainwater in order to increase the farmers acreages under irrigated cultivation.*
- *Facilitate investments in marketing, post harvest, storage and processing of crops so as to reduce spoilage, extend shelf life and create value added products for the local and export trade.*
- *Provide appropriate support to input suppliers to ensure that farmers benefit from affordable and compliant inputs for production.*

FARMERS' MARKETS

Farmers' Markets are a very important medium for local producers to market their produce. In our rapidly evolving, consumer driven world, it is important that we respond to the consumers' need for convenience and ease of access.

The UPP in Government will

- Provide support for the hosting of community farmers' markets where produce can be sold in an organized manner and under environmentally friendly conditions, free from unnecessary traffic or health hazards.

RESPONDING TO THE CHALLENGES POSED BY CLIMATE CHANGE AND CLIMATE VARIABILITY

Noting the predictions in the recent reports by the Intergovernmental Panel on Climate Change (IPCC) and the losses already being experienced by farmers locally through droughts and heavy unseasonal rainfall the UPP will

- Establish a centralized Climate Change Unit to coordinate all the initiatives and activities of various agencies and institutions as well as to mainstream Climate Change into the National Development agenda.
- Develop and implement a National Adaptation Plan to facilitate mitigation and adaptation to the adverse effects and impacts of climate change.
- Implement a USAID-funded "covered production technology" project commencing in 2014. The UPP Administration will employ this new technology in vegetable production in greenhouses as a means of mitigating the impact of climate change on food production in Antigua and Barbuda.
- Promote and demonstrate sustainable land management



practices through a 5 year EU funded project implemented through the OECS.

- Support investments in renewable energy and green technologies.

MAKING EFFECTIVE USE OF THE LAND

The limited amount of suitable agricultural land is one of the main challenges facing the country.

Upon its return to office, the UPP plans to

- Undertake a review of the system of land zoning and
- Update the Nation's land use policy to allow for greater viability of the sector and, most importantly;

The UPP will put in place measures to

- Identify and zone lands that are best suited for agriculture;
- Enact legislation;
- Expand the Programme of Secure Land tenure to provide for leases from 25-40 years;
- Provide incentives to ensure that agricultural lands are kept under food production and
- Work toward putting an end to inappropriate land use practices that result in land degradation.

CREATING A LAND BANK

In the new term of office we will

- Create a Land Bank so that we can provide our young farmers with suitable lands to engage in modern, efficient crop and livestock production.
- Mandate the testing of the nutrient profiles of the soils in our prime lands and work with the owners of these lands to bring these soils to levels of optimum fertility.

STRATEGIC PARTNERSHIPS AND LINKAGES WITH TOURISM

The UPP Administration will eradicate once and for all the nagging problem of weak links with the tourism sector in a number of ways.

We will

- Work with the Credit Union Movement to facilitate the availability of credit for local farmers and fisher folk.
- Undertake a review of the Tourism Incentives regime so that it provides far greater encouragement to hotel and restaurant owners to purchase food and other items from local farmers and producers.
- Offer incentives that encourage a consistent high standard of supply of quality products by our farmers.
- Establish a Clearing House for regular updates of information on the demand/supply status between the tourism and the agriculture sectors.

- Continue to pursue the agriculture project which is currently being undertaken by Bio-Antigua Ltd. This is a \$36 million agro-tourism development project located in Bethesda. Work on the first phase of this project has already begun and it is expected that 56 full-time and 15 part-time jobs will be created in the initial phase of this venture.

LINKING AGRICULTURE AND SCHOOLS AND HEALTH INSTITUTIONS

The need for the agriculture sector to develop strong links with the education and health sectors cannot be overemphasised.

Links with Schools

In continuing its thrust forward in the sector, the UPP Government will

- Accelerate its efforts to ensure that a larger number of our young people are taught the importance of agriculture to our economy and to no less a degree, its value in maintaining healthy lifestyles.

IT REMAINS THE UNRELENTING GOAL OF THE UNITED PROGRESSIVE PARTY TO RESTORE THE NATION'S AGRICULTURAL SECTOR TO THE POSITION OF PROMINENCE WHICH IT ONCE ENJOYED

Links with the Health Sector

The UPP Government will

- Intensify its efforts to encourage our health care providers to promote the consumption of fresh local produce to combat the problems caused by over consumption of imported processed food products that are high in sodium, refined sugars and other additives.

A COLLABORATIVE EFFORT

The UPP is serious about and passionately committed to the revitalization of agriculture, but we are firmly of the belief that this has to be a collaborative initiative.

A re-elected UPP government will

- Spearhead efforts to convene a major sub-regional meeting on agriculture involving all the major agricultural regional agencies (IICA, FAO, CARDI) and countries such as Brazil, Cuba, Mexico and Venezuela to develop a comprehensive multi-sector action plan for agriculture and agri-business.
- Work closely with the Central Marketing Corporation (CMC) and all local agriculture-based companies and cooperatives to ensure that finally, we can have a truly diversified, profitable and productive agricultural sector.

NATIONAL FOOD MARKETING COMPANY

The UPP will create an attractive national brand synonymous with the highest quality standards that will be used to promote export agriculture.

The Central Marketing Corporation (CMC) will be responsible for gathering market intelligence to inform the targeted production of crops.

As greater emphasis was placed on the transition of Antigua and Barbuda from an agrarian into a service driven economy during the last three decades, Antigua and Barbuda became more increasingly dependent upon food imports.

A new UPP Administration will be committed to the sustained expansion of production in key areas of local food production. A well studied target for increasing local food production during the next five years will be set. At the same time, a reduction of the food import bill over the next five years will be pursued. A key element in achieving this will be the modernization of Agriculture and Fisheries to take advantage of the latest technologies, which will enhance the productivity of the sector and increase its attractiveness to young persons.

The newly re-elected UPP Administration will

- Introduce and enforce modern praedial larceny legislation to help farmers protect their production.
- Provide guarantees and partner with the insurance industry to develop a crop insurance scheme to protect farmers' investment in agricultural production.
- Lead the search for substitute ingredients to reduce the cost of livestock feed.
- Develop a Central Information System for major ongoing agricultural production and for marketing activities.
- Conduct a comprehensive market study focusing on the weekly consumption of a range of crops to be produced locally.
- Build regional producer service centres.
- Increase fiscal support for investment in Greenhouse, Hydroponic, Renewable Energy and other technologies in agriculture.

- Provide incentives for Climate Controlled Greenhouses or Protected Agriculture which would result in increases in yield of over three to six times greater than open field agriculture.
- Design an effective crop rotation system.
- Provide for the payment of agricultural rebates directly to suppliers on the presentation of the relevant invoices by bona fide registered farmers.
- Increase fiscal support for national farmers' organisations to facilitate an increase in agricultural production for domestic and export markets.
- Restructure the land lease programme to attract more young people into agriculture.

FISHERIES

The Fisheries Sector currently provides a livelihood for approximately 2,000 Antiguans and Barbudans and makes an important contribution to our Gross Domestic Product. The UPP believes that the fishing industry can play a much greater role in our country's economic development.

To facilitate this, a new UPP Administration will

- Provide for the participation of the national fisher folk organisation in planning for fisheries development;
- Increase the resources allocated to Fisheries Research and Development;
- Provide tax relief on the cost of operating fishing vessels;
- Facilitate the expansion of deep sea fishing to increase the harvesting of additional species of fish;
- Use abandoned landfills to expand fish farming in shrimp, tilapia, and other species of fish;
- Improve the systems of fish marketing to bring them in line with international standards.

- Increase the level of fuel subsidy to our fisher folk.
- Establish a Fisheries Development Corporation to manage the Fisheries Complexes and oversee the marketing of local fish and seafood products.
- Introduce new Fish Aggregating Devices (FADs) to increase fish catch.
- Undertake a review of the youth fisher training programme to bring it in line with advanced technology and changing marine environmental conditions.

POULTRY

The new UPP Government will maximise the export potential in poultry farming. In this regard, we will continue negotiations with the principals of the Ciboney Poultry Farm to ensure that all domestic concerns are addressed while ensuring a win-win outcome for all parties.

APPLIED RESEARCH AND DEVELOPMENT AND CAPACITY BUILDING

We will

- Screen and select crop varieties that are climate resilient.
- Implement pilot projects in watershed management.

ADVANCED AGRICULTURAL SCIENCE TECHNIQUES

- A UPP re-elected Government will partner with the Gilbert Agriculture and Rural Development Centre (GARD) to continue to support the implementation of a project that will utilise advanced agricultural science techniques and state-of-the-art machinery to produce agricultural products for export to several countries in the region.

- This will make provision for a number of contract farmers to cultivate up to 30 acres of land each and produce crops such as onions and carrots for export. These contract farmers will provide employment for several young people including trainees at the GARD Centre.
- This project will also include an internship programme through which students studying Agriculture Science in secondary schools can be attached to the farms for practical experience in the business of farming.

COTTON LINT EXPORT

With the growing demand for Sea Island cotton, the UPP recognises a great opportunity to increase the foreign exchange earning potential of our cotton. In this regard, starting 2014, the UPP installed Government will ensure a yield of 200,000 pounds of lint, which will have an export value of US\$2 million approximately.



TRAINING AND DEVELOPMENT

Consistent with our philosophy to keep up to date with emerging technologies in all sectors of national endeavour,

We will

- Establish the National Agricultural Training and Research Institute.
- Establish an Agro Industry Incubator Unit for development of food processing Industry.
- Provide support, where expedient, to the National Farmers Union.

FROM INFORMATION TECHNOLOGY TO SPACE TECHNOLOGY

LANDMARK TV

space technology has brought more benefits to mankind than any other technological advancement in the world. In fact, no other technology or scientific breakthrough has brought more benefits to our everyday lives than the space technology which has benefited our world.

The most important benefits come directly, as all the satellites that orbit our world benefit us directly. This is important, as all of the telecommunication network backbone of the world is dependent on the satellites that are circling our world. Even the main backbone of the Internet is carried with satellites now and without satellites our cellular phones, satellite phones, or faxes would become useless very soon. Also with the broadcast satellites that are encircling our world, you are able to watch thousands of TV stations. In addition, you are able to watch any impending news event Live wherever it takes place in our world. Also with the GPS satellites around our world, we can pinpoint our location with only a loss of 10 cm. As an added bonus, weather satellites allow us to direct our lives as we are no longer in the dark about major meteorological events like hurricanes or cyclones.



EXPLORING NEW HORIZONS

IN SCIENCE AND TECHNOLOGY

INFORMATION TECHNOLOGY

The UPP understands that for our nation to remain competitive, we must increase our ICT capacity.

It is one of the reasons why we have invested a significant

portion of time and money on ICT development.

Commencing in the year 2014, the UPP Administration has already initiated plans for expanding the GATE programme to allow up to 500 new cadets to receive training

at the Facility. We plan to continue the process of implementing this upon our return to office.

We will also develop an ICT Business Incubator Model that will focus on Mobile App development.



THE UPP UNDERSTANDS
 THAT FOR OUR NATION TO
 REMAIN COMPETITIVE,
 WE MUST INCREASE
 OUR ICT CAPACITY.

SPACE TECHNOLOGY

Our vision for future developments in science and technology leads us to an area of science never before attempted in the Region.

Our vision is to localise our ability to anticipate and respond to natural disasters and reduce our reliance on external agencies for support services in disaster mitigation, preparedness, response, and recovery efforts using strategies that are consistent with the United Nations' approach to loss reduction. It entails the delivery

of near real-time hazards information to the public and improves decision making. It is accomplished by developing collaborative partnerships and using the latest information and communications technology (ICT) and applied science to prepare and protect our communities from hazards of nature.

Preliminary investigations give us reason to believe that it is an area of development which, once seriously pursued, can add immeasurable value to the further stimulation and diversification

of the economy not only here in Antigua and Barbuda but in the wider Caribbean Region.

It is also another critical path to sustainable development.

In our new term in office, we propose to explore these frontiers more extensively and keep the population updated and informed as we continue in our search for new and innovative ways to challenge the intellectual capacity, skills, talents and dexterity of our young and gifted citizens.

ENVIRONMENTAL SUSTAINABILITY

The planet's biggest problems have to do with sustainability, environmental decline, global poverty, disease, conflict and so forth. Really, they're all interconnected - it's one big problem, which is, that the way we're doing things can't go on.

LANDMARK U

ALEX STEFFEN

One of the Leading voices on sustainability, social conditions, and planetary futurism. He is also a writer, public speaker and strategy consultant

If we each take responsibility in shifting our own behaviour, we can trigger the type of change that is necessary to achieve sustainability for our race or this planet. We change our planet, our environment, our humanity every day, every year, every decade, and every millennium.

YEHUDA BERG - Partner of Kabbalistic Masters. Co-Director of Kabbalah Centre International, California, USA

MEETING OUR ENERGY DEMANDS INTELLIGENTLY

The UPP Administration, in an effort to ensure that Antigua and Barbuda plays its part in combating climate change and rising fuel prices, developed a comprehensive National Energy Policy (NEP). We are aware that the Country's dependence on energy affects all sectors within our Society and, under the circumstances; the UPP Administration has made the

commitment to meet the energy needs of the present generation by 2030 while safeguarding the environment and enabling future generations to meet their own energy needs.

The UPP has identified five priority areas to accomplish the Nation's set of goals. They are:

- *Energy Cost Reduction*
- *Diversification of Energy Resources*
- *Electricity Reliability*
- *Environmental Protection*
- *Stimulation of New Economic Opportunities*

The new UPP Government remains steadfastly committed to meet the ambitious targets outlined in the National Energy Policy.

These targets are as follows:

- Overall reduction in overall energy intensity of the economy by 10%
- A renewable energy penetration of 15% by 2030
- An improvement in the quality of electricity supply
- Greater focus on the preservation of the environment by reducing our carbon footprint
- The Birth of clean energy focused businesses
- Exploring different approaches of harnessing the potential of cleaner forms of energy within all relevant sectors with greater emphasis being placed on the power and transportation sectors

The UPP will ensure that in achieving these goals greater focus is placed on Energy Security and Energy Independence if Antigua is to transition from a country that sources its energy from foreign countries to one that can produce and distribute newer and cleaner forms of energy.

The New UPP administration will therefore embark on initiatives aimed at encouraging energy conservation through the promotion of cleaner technologies and capacity building throughout the various sectors.

In pursuit of these critical initiatives, the UPP, upon its return to Government, will embark on a comprehensive public education and awareness programme sensitizing all sectors of the National

Community on ways and means to conserve on the use of energy.

The new UPP Administration will

- Seek to reduce the country's cost of imported energy;
- Reduce CO2 emissions, reliance on fossil fuels, and cut electricity consumption by significant amounts;
- Ensure that APUA begins a phased programme of reduced reliance on fossil fuel generation.
- Establish a Stakeholder Forum with all major financial and banking institutions with the objective of implementing initiatives to fast track financing for homeowners seeking to install renewable energy electricity generation systems;
- Encourage the production of bio fuels particularly from used cooking oils from cruise ships and restaurants;
- Explore the feasibility of the conversion of animal and other organic waste into fuel, and of solid waste into electricity
- Examine the feasibility of generating electricity from wave energy;

A UPP Government will

- Provide encouragement for reputable investors, with a proven track record, to generate energy from renewable sources, with the understanding that these ventures must provide our country with a level of relief from volatile oil prices and must translate, over time, into a reduced cost of electricity.

- Mandate the development of standards for energy efficiency (EE) and for the EE labelling of major electrical appliances.

- Embark on a comprehensive public education programme to raise public awareness on areas where they can reduce their consumption of electricity through the use of energy-saving measures and appliances.

- Extend a Tax concession for a limited period to encourage every commercial entity to undertake an energy audit of its operations.

- Develop an incentives regime for the private sector to encourage them to make their operations more energy-efficient.

- Implement a new Green Building Code for all new buildings that will ensure that all new constructions are as energy efficient as possible.

- Work with private sector distributors to increase availability of more energy efficient refrigerators, air condition units, washers, dryers, ovens and televisions.

- Encourage these distributors to offer a programme of incentives where consumers can trade-in their old energy inefficient appliances for new Energy Efficient (EE) appliances.

- Introduce special tax concessions and breaks on energy efficient devices and systems including solar water heaters, LED/CFL lights, low energy appliances, energy use sensors and variable speed drives, to provide savings to homes and businesses.



Baldwin
SPENCER
St. John's Rural West

Harold
LOVELL
St. John's City East

Joanne
MASSIAH
All Saints East & St. Luke

Colin
DERRICK
St. John's City West

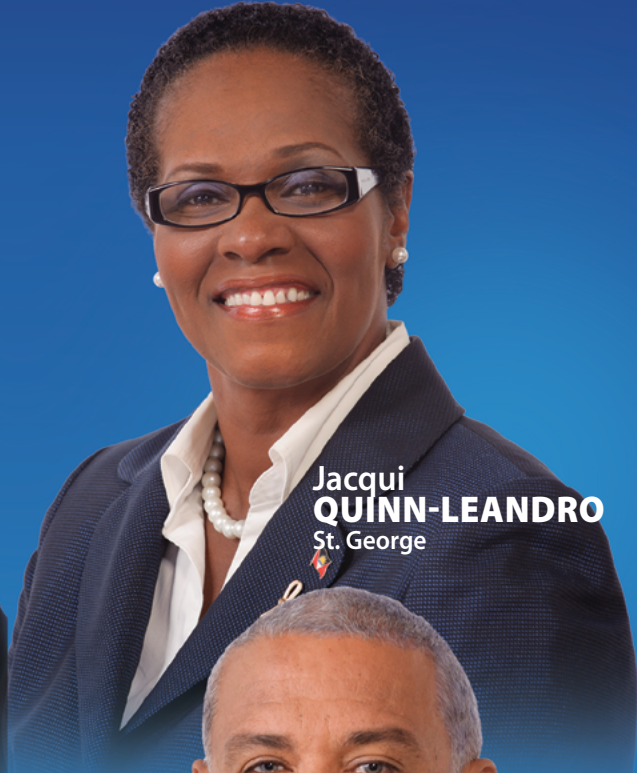
Philmore
BENJAMIN
St. John's Rural South

Hilson
BAPTISTE
St. Mary's South

Mervyn
RICHARDS
St. John's City South

Chanlah
CODRINGTON
All Saints West

UPP NOW ... More Than Ever!



Jacqui
QUINN-LEANDRO
St. George



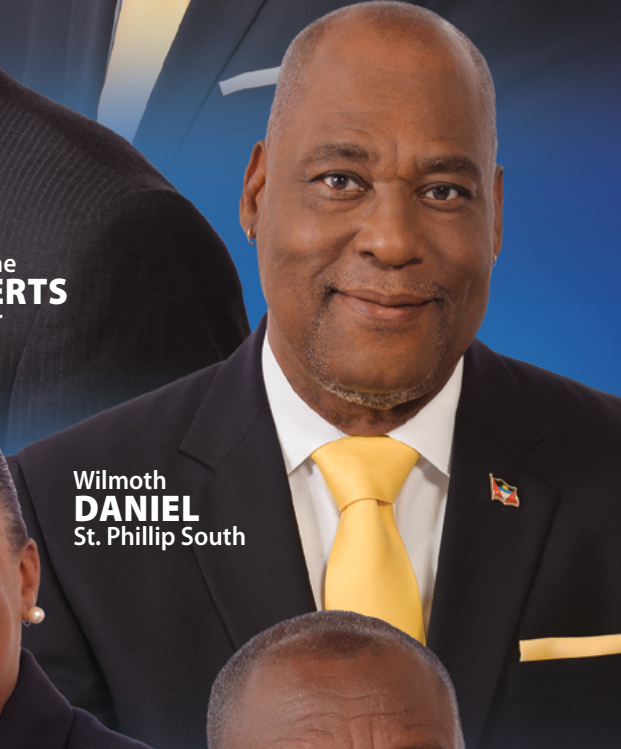
Errol
CORT
St. John's Rural East



Clephane
ROBERTS
St. Peter



John
MAGINLEY
St. John's Rural North



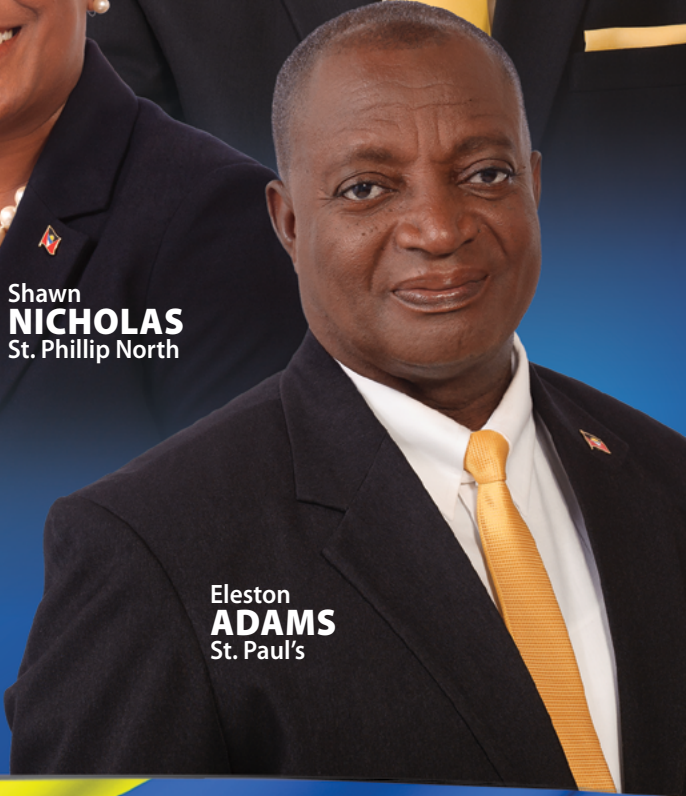
Wilmoth
DANIEL
St. Phillip South



Shawn
NICHOLAS
St. Phillip North



Chester
HUGHES
St. Mary's North



Eleston
ADAMS
St. Paul's



We have delivered

IN KEEPING WITH OUR SACRED PLEDGE TO YOU IN 2004, THE UPP WAS ABLE TO STOP THE SLIDE; REGAIN INVESTOR CONFIDENCE; REBUILD AND EXPAND THE TOURISM SECTOR; TURN AROUND AND STABILIZE THE ECONOMY; INTRODUCE A NEW AND REFRESHING CULTURE OF GOVERNANCE. WE HAVE RESTORED OUR NATION'S IMAGE WORLDWIDE, REKINDLED PRIDE IN THE HEARTS OF OUR PEOPLE; EMPOWERED OUR NATION'S YOUTH; INTRODUCED MEASURES TO TAKE CARE OF OUR MOST VULNERABLE; REVIVED THE SPIRIT OF ENTREPRENEURISM AND ENTERPRISE OF THE ANTIGUAN AND BARBUDAN PEOPLE AND, GENERATED SUSTAINED GROWTH AND DEVELOPMENT OF OUR COUNTRY, ALL OF WHICH HAVE POSITIONED US TO BE NOW EMINENTLY POISED TO TRANSITION TO THE NEW SOCIETY WHICH WE HAVE PLEDGED OURSELVES TO BECOME.

THE INNOVATION MIND-SET

A mindset is, at its core, a belief construct. It is a belief in one's self, one's own abilities and one's own capabilities. More importantly, as Stanford University professor Carol Dweck describes in her book *Mindset* (Ballantine Books, 2007) successful people and organizations all have what is known as a "Growth Mindset." They are all guided by a belief that their "abilities can be developed through dedication and hard work."

LANDMARK VI

The Innovator's Mindset starts with a growth mindset, but it is also consumer centric, and oriented towards creating value. Innovators want (or perhaps even need) to grow, they want to provide value by creating solutions for things consumers need; as well as creating new value by providing useful things consumers didn't even know they wanted.



CREATING A VIBRANT ARTS AND CULTURE SECTOR

The UPP is stubbornly committed to harnessing and promoting the unique, creative, indigenous talents of Antiguan and Barbudans by converting them into viable and stable income earning undertakings.

In further pursuit of this objective, the new UPP administration will put in place the legal and institutional framework for the development of a vibrant Creative Arts and Culture Industries Sector.

We will achieve this by:

- Establishing a National Art Gallery;
- Setting up an Arts and Culture Project Management Advisory (ACPMA) Unit within the Ministry of Culture.

Special focus will continue to be placed on Film production as this medium intrinsically combines the full range of Arts and Culture, Design and Media, and is currently one of the most effective means of reaching mass audiences.

We will

- Establish a School for the Visual and Performing Arts;
- Support the production and release of at least two Antiguan and Barbudan feature length films each year;
- Require that ABS TV/RADIO Channel 10 dedicate adequate prime time viewing/listening to local content.



DEVELOPING CREATIVE INDUSTRIES

The UPP believes that positive expressions of our way of life must always be promoted, protected and preserved.

We are fully committed to the establishment of vibrant Creative Industries through the integration of the arts and cultural expressions with business and technology.

This will stimulate a dynamic new sector that can help to drive economic growth, promote diversification and allow for expansion of participation and involvement among a wider cross section of citizens and residents.

A re-elected UPP Government will lay the foundation for the development and sustainability of this new sector by:

- *Providing tax incentives to attract private sector investment in the funding of arts and cultural productions and pursuits.*
- *Allowing tax deductions to encourage private individuals and companies to make donations of works of arts, literature and other similar creative endeavours to national archives, libraries and museums.*
- *Creating a Register of arts and culture organizations, based on prescribed criteria, for which tax deductible donations can be made.*
- *Strengthening copyright legislation to better protect artists and authors and help them generate increased income from their creative products and endeavours*

- *Giving effect to international agreements pertaining to the protection and preservation of cultural property and artifacts.*

We will

- *Establish a start-up fund to provide credit facilities to artists wishing to produce marketable works and other works of artistic value.*
- *Increase government's subvention to national artistic and cultural institutions.*
- *Include in the total cost of all new government buildings financial provisions for the acquisition of local artwork for display in these buildings.*
- *Provide a subvention, on an annual basis, for the publication of a work of literature by an Antiguan and Barbudan writer.*

We will

- *Review the role and functions of the Department of Culture so that it can become a more dynamic partner, working alongside arts and culture institutions and the private sector to stimulate opportunities and identify markets for arts and culture products.*
- *Build and maintain a world-class Centre for the Performing Arts.*
- *Provide leadership, and start-up funding, towards the creation of a National Performing Arts Company, comprising the best talents in dance, drama, music, theatrical sound and lighting and associated talents.*

- *Ensure that support is provided for persons wishing to pursue studies in all areas of the arts and culture.*

CELEBRATING OUR RICH NATIONAL HERITAGE

Antigua and Barbuda has a rich cultural heritage and a proud record of achievements in the creative arts and the UPP has always been committed to creating the environment for this heritage to flourish.

We will

- *Establish an Arts and Culture Development Foundation and provide grants to musicians and music producers to help them to improve their skills and better market their products.*
- *Where possible, provide encouragement to the private and NGO sectors to add to the stock of performing arts facilities.*
- *Support the development of Street Theatre at strategic locations to popularize theatre and to develop another link between the tourism industry and the cultural sector.*

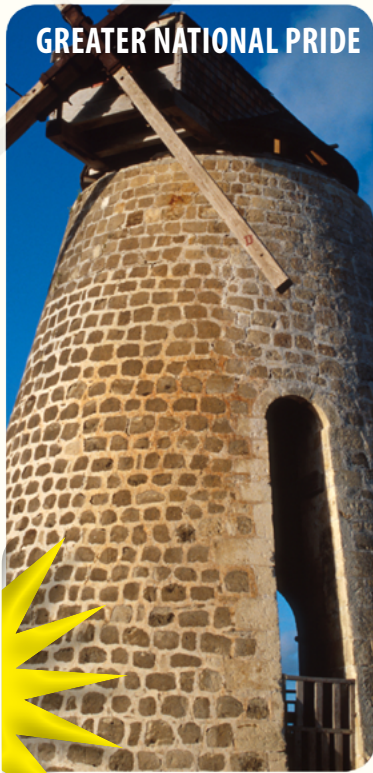
HERITAGE INVESTMENT PROGRAMME (HIP)

Our re-elected government will establish a Heritage Investment Programme (HIP) that supports the overall development of arts and heritage organizations.

This programme will have four components:

- *Endowment Component – to allow the private sector and individuals to make financial contributions or other endowments to the Fund.*

- *Community Heritage Component – to support communities that undertake exceptional projects that enhance cultural and heritage characteristics.*
- *Strategic Initiatives Component – to support programmes that impact a large cross-section of society or multiple associations.*



The mill at Betty's Hope Interpretation Centre

An important component of our transition into the New Society must be the pride that we take and share in the achievements of our people.

We will

- *Endow our historic and other places of public interest by naming them after outstanding citizens and residents.*
- *Provide moral, spiritual and financial support to the families of such citizens and residents who reside in Antigua and Barbuda and are most in need.*

SUPPORT FOR ARTS AND CRAFTS VENDORS AND ARTISANS

We believe that our Vendor's Arcade should always be seen as an interactive experience where local products are displayed and offered for sale.

We will

- *Work closely with the Vendors' Association to make much-needed improvements to the Vendor's Arcade at Heritage Quay and the Heritage Market*
- *Provide financial and technical support for training of our artisans so that they can*

improve the quality and variety of products that are made in Antigua and Barbuda.

- *Undertake the restoration and digitization of our non-tangible heritage.*

TRAINING

The New UPP Administration will continue in its drive to

- *Provide incentives for training and marketing support for creative industries of song, dance, music, film, performing arts, new media and textile design.*

MAXIMISING THE VAST POTENTIAL OF OUR YOUTH

Under the leadership of the United Progressive Party the Government of Antigua and Barbuda has placed a great deal of emphasis on the development of the youths of the Nation. With the popular phrase "the youths are the future of any country" firmly planted in its mind, the United Progressive Party has ensured that the youths have been afforded multiple opportunities to be productive and good citizens of our beloved Nation and the world at large.

For example, in its two terms in office, more scholarships have been awarded to young people than any other time in this Nation's history and by a very large margin.

With the introduction of the GATE, LEAP and EACH programs within the last few years, the UPP Government has continued to demonstrate its forward thinking philosophy having created, through the GATE program, such an impressive and

ideal information technology base for the country which has reaped unprecedented rewards in making Antigua and Barbuda leaders in ITC in the region.

NATIONAL YOUTH POLICY

The UPP Government has always paid very close attention to the dreams and aspirations of our young people and following intensive and constructive dialogue, discussion and consultation, will adopt Antigua and Barbuda's first National Youth Policy which has recently been completed.

Implementation of this far-reaching Policy has already started and will be continued by the New UPP Administration over the next five years to focus on the development of our youth along structured and methodical lines.

The new UPP Administration will

- *Continue to create employment opportunities for the Nation's young people through entrepreneurship and through clinically designed and applied empowerment strategies;*
- *Establish and Develop Youth Innovation Centres;*
- *Establish a Youth Development Board;*
- *Develop and Launch a Youth in Agriculture programme to offer commercial opportunities in livestock farming, food crop production and horticulture;*
- *Establish a voluntary National Youth Service Programme;*
- *Provide greater access to the services of the Antigua and Barbuda Youth Service (ABYS), through a staged decentralization of the ABYS.*

YOUTH EMPOWERMENT

Upon our return to office we propose to pursue initiatives to implement the following Youth Empowerment programmes, work on which we did not have the time to execute during our 2009/2014 term of office due mainly to the fact that our term in office was cut short by the infamous 18 months of ALP sabotage.

In the term of office ahead we therefore propose to make good on our pledges by way of the following initiatives designed to empower our young people along specific areas of progress and development:

They are as follows:

- *Introduction of Business Start Up capital*
- *Introduction of Business Mentoring*
- *Introduction of Business-affiliated grants*
- *Introduction of the Youth Development Programme for training of youths within their communities using the school plants on afternoons and evenings.*



- *Introduction of the Single Mothers' Cottage Industry programme including trading in agricultural production and Caring for the Elderly*
- *Introduction of the Youth Apprenticeship Programme in Agriculture*

- *Creation of the National Youth Service with guarantee of financial contribution by Government to any tertiary institution after satisfactory completion of their period of national service*

In further pursuit of embracing the creative and intellectual prowess of our young people the re-elected UPP Administration will

- *Consult extensively with young people through the various organizations by having youth centered discussions and activities through the National Youth Organization.*
- *Devise and implement programs as they relate to politics for young people who aspire to become politicians.*

In our third term we will

- *Continue to provide free education for all from pre-school to tertiary level.*
- *Continue to make it a priority to seek out more specialized scholarships to be awarded in areas such as the sciences, renewable energy, and information technology.*
- *Work along with its different ministries/departments to determine the specific areas that are most appropriate and distribute scholarships in accordance with these areas to interested persons.*
- *Assist young people to be properly educated in the areas of resumé preparation and interview etiquette.*

THE UPP ADMINISTRATION WILL ENCOURAGE
THE DEVELOPMENT AND STRENGTHENING
OF COMMUNITY YOUTH ORGANIZATIONS
IN EACH CONSTITUENCY.

THE WORLD OF SPORTS: THE SKY IS THE LIMIT

The importance and value of sports in our daily lives cannot be overstated. Regular involvement in Sports and physical activity is fundamental to good health and wellness at all stages of life. Sports and recreation provide an important environment for the education and socialization of all citizens and residents as well as valuable opportunities for personal enjoyment. Sports and recreation can also play a major role in the economy and offers potential for economic development.

Participation in sports develops discipline, self-esteem and self-confidence and sharpens social skills. Beyond building character, sporting activity may lead to many career possibilities.

The new UPP Administration will implement the National Policy on Sports and Recreation focused on the following eight (8) objectives

- To develop a healthy, disciplined, united and productive society through greater participation in sports and recreation by all citizens and residents.
- To actively encourage the establishment of Physical Education Programmes at all educational levels and to foster the sports development phase of these programmes throughout the education system.
- To provide opportunities for the fulfilment of social, psychological, emotional and physiological needs of the individual through sports and recreation.
- To strive to attain excellence at the highest level of sporting competition, develop national pride, patriotism and enhance goodwill among nations.
- To put in place institutions that will be charged with the responsibility of assisting sports groups develop plans and initiatives for the development of their groups.
- To develop an Annual Sports Calendar starting 2015 highlighting all sporting events for the upcoming year so that proper plans can be implemented and financing secured.
- To promote Antigua and Barbuda as a preferred destination for sporting events and recreational activities.
- To place sports and recreation at the forefront of efforts to reduce the level of crime and lawlessness in Antigua a Barbuda.



Excelling at the olympics

In its determination to achieve these objectives the New UPP Government will

- Provide the Government's official position to stakeholders as to the manner in which certain actions are to be executed in the interest of sports and recreational development.
- Ensure consistency in the performance of activities even in decentralized operating units
- Ensure compliance with the legal and other requirements of the sporting sector and
- Serve as a catalyst for quality improvement within the sporting sector.

The re-elected UPP Administration will

- Restructure the National Sports and Recreation Advisory Council to deliver on the new National Policy on Sports and Recreation which will focus on a "Team Antigua and Barbuda" concept;
- Implement the Strategic Plan of the National Executive Council on Sports (NECS) over the five-year period with its main thrust to transform sports into a fully fledged industry. This will include the hosting of major international sporting events; and the development of Professional and Semi-professional Sporting Leagues in association with the national bodies;
- Enact the country's first Sports Development Act to provide incentives to the sports industry;
- Establish a Sports Hall of Fame to honour our sporting greats;
- Enter into a public-private partnership to establish a High Performance Centre;

- *Introduce a rolling Olympics Plan in association with the Antigua and Barbuda Olympic Association and the relevant national associations;*
- *Allocate resources to the Antigua and Barbuda State College to deliver education and training programmes for coaches at various levels;*
- *Increase the complement of technical staff to assist all schools in a wide range of sporting activities;*
- *Construct more facilities for sports across Antigua and Barbuda to ensure greater community access to avenues for sports activities;*
- *Collaborate with the Division of Youth Affairs in the roll-out of specialized sports programmes;*
- *Establish entrepreneurial opportunities for the local manufacture of sporting goods.*
- *Organise an annual International Sports Careers Symposium to expose our youth to the career opportunities in sports;*
- *Strengthen IT capabilities to manage this process and increase participation in sports for all Antiguans and Barbudans;*
- *Promote the Seniors/ Masters concept through the Introduction of a Seniors Sporting Extravaganza;*
- *Place greater emphasis on disability sports e.g. Paralympics, Blind Sports and other events for disabled persons;*
- *Embark on a programme of systematic upgrades to ensure that its facilities cater to disabled persons;*
- *Introduce a structured talent identification programme at the school and community Level;*
- *Encourage closer collaboration with the International Sports Federations (ISF) such as Sport England, USOC, Singapore Sports Council etc. to solicit network support in various areas such as cycling;*
- *Provide for regular audit of sports facilities in schools, and provide for their servicing;*
- *Facilitate the introduction of workshops and seminars on a range of various sport-related topics on an annual basis.*
- *Mandate the Ministry of Sports and the Ministry of Social Transformation to work together to revitalize the club structure in communities throughout the nation.*
- *Establish a Desk in the Ministry of Youth and Sports to source scholarships and contracts for talented sportspersons.*
- *Support the development of training programmes for trainers, coaches, and Physical Education teachers in schools.*
- *Encourage the private sector to assist in organizing sports activities in that sector and for special groups in our society.*
- *Ensure that all government and private housing developments cater for spaces for physical activity and safe outdoor recreation for young people.*
- *Develop a database of all Antiguans and Barbudans who have represented their country in sports, past and present.*
- *Explore the creation of an insurance regime to provide protection to all young athletes who have been selected to represent their country.*
- *Remove all duties on sporting equipment imported by registered Sports Clubs or Associations.*

SPORTS TOURISM PROGRAMME



- *We will develop sports tourism as an important plank of our national development strategy, with particular emphasis on creating the necessary networks, administrative arrangements and marketing approaches.*
- *We will use Sports Tourism to create employment opportunities and economic pursuits for our youth.*

HUMAN DEVELOPMENT

THE GROWTH AND DEVELOPMENT OF PEOPLE IS THE HIGHEST CALLING OF LEADERSHIP.

HARVEY S. FIRESTONE

The Entrepreneur who founded the Firestone Tire and Rubber Company of the USA.

ALL THAT IS VALUABLE
IN HUMAN SOCIETY DEPENDS
UPON THE OPPORTUNITY FOR
DEVELOPMENT ACCORDED
THE INDIVIDUAL.

LANDMARK VII

ALBERT EINSTEIN

The German-born physicist who developed the theory of relativity, one of the two pillars of modern physics.

An Endearing and Dynamic Revolution IN EDUCATION

Upon our re-election to office, the UPP will continue the education revolution which we started and continued to pursue vigorously during our two consecutive terms.

Our vision is to press on toward the goal of building a modern education system that teaches our youth to think critically, to solve problems, to be able to apply their knowledge, to communicate effectively, to develop emotional intelligence, and to be able to resolve conflicts peacefully.

The UPP is adamant that our education system must create world class citizens, who can act local and think global.

UNIVERSAL EARLY CHILDHOOD EDUCATION

The years between birth and five years old are a critical period in a child's brain development.

Bearing this in mind, the new UPP Government will

- Ensure that every child of pre-school age is enrolled in and attends an accredited Early Childhood Learning Centre by the year 2015 free of charge.
- Ensure that Early Childhood teachers are properly trained and that all Early Childhood Learning Centers are accredited and meet national standards.

- Wherever possible, we will make use of unused space and capacity in our primary schools to provide early childhood education. Already we have three Early Childhood Education Centres at Simon Boulevard Park, Villa and Greenbay. We will continue this pattern of establishing such centres at various locations around the country.

We will

- Provide support to the Roving Caregivers Programme to assist at-risk families in early childhood development.
- Encourage single mothers and provide them with the training to qualify themselves to take up positions at the Centers.

PRIMARY EDUCATION

Citizens and Residents can rest assured of the UPP's determination that our primary school curriculum must continue to allow our children to get the quality of education necessary to succeed in today's world. This requires a focus both on academic education and character education.

We will

- *Introduce programmes to cultivate greater tolerance, learn the importance of cooperation, perseverance and civic responsibility, and acquire skills that will allow them to become respected and trusted members of society.*

In continuing pursuit of these ideals,

We will

- *Work with the Caribbean Examinations Council (CXC) and the OECS Secretariat to restructure the primary school curriculum to allow it to respond to these new demands.*

- *Provide free vision and hearing tests for all children in Primary School to allow us to identify whether there are any physical ailments that may affect their ability to learn and perform adequately in school.*
- *Stage an annual Culinary Arts Competition among Secondary Schools with a focus on Healthy eating, Efficiency, Artistic Presentation and Tastiness (HEAT).*



School Meals - Greenbay Primary

SECONDARY EDUCATION

The 'one size fits all' curriculum is no longer applicable within the context of secondary education. To make the necessary adjustments to cater for the special characteristics of categories of learning, UPP will

- *Revolutionize our secondary education system and review our curricula to ensure that more of our boys stay in school until graduation and more of our children leave school with a quality education.*
- *Support the formation of after-school clubs.*
- *Encourage volunteers to work with children in mentoring and homework assistance programmes.*
- *Encourage the reintroduction of Parent/Teacher Associations (PTAs).*

- *Organise an annual Best of Arts, Science and Technology (BOAST) Exhibition among Secondary Schools in the country.*

SCHOLARSHIPS

Under the UPP Administration the Prime Minister's aggressive scholarships awards programme will be continued but with modifications designed to bring greater mutual benefit to both the awardees and to the society.

We will

- *Arrange for Scholarship Awardees, upon completion of their course of studies, to provide a specified number of hours of voluntary service in their specialized field in giving back to the community.*
- *Develop in the awardees a spirit of volunteerism and sports mindedness.*

ALL CHILDREN
IN PRIMARY
SCHOOL WILL
BE PROVIDED
WITH FREE
VISION AND
HEARING
TESTS

- *Broaden the base of the scholarships to include technical, vocational, and allied health professions like pharmacists.*
- *Assist Antigua and Barbuda University Students in the USA who need help in treating with quality of life issues.*
- *Provide encouragement to Scholarship awardees to consider Entrepreneurship as an option with a view to maintaining their independence and creating jobs*
- *Introduce equilibrium in the contractual arrangements with scholarship awardees such that their commitment to serve the State is aligned to the value of the scholarship as follows:*
 - Up to EC\$5,000.00: 1 year service.*
 - EC\$5,000.00 to EC\$10,000.00: 2 years service.*
 - Over EC\$10,000.00: 3 years service.*
- *Award one (1) out of every four (4) scholarships in the field of Technical/Vocational subjects aligned with the Health Sector especially to pursue studies in Radiography, Mammography, and repair and maintenance of health care equipment and machinery.*
- *Award one (1) Lovell Jarvis Memorial Scholarship per year in the field of Architectural Studies at a cost of no more than EC\$20,000.00 per year for up to five years.*

NEW SECONDARY SCHOOLS

The UPP will complete the construction of two additional Secondary Schools:

- (1) Five Island Secondary School and
- (2) Tomlinson's Secondary School

SCHOOL RENOVATIONS AND EXPANSIONS

We will complete work on the renovation of the St. Mary's Irene B Williams Secondary and the Mc Chesney George Secondary in Barbuda.

LEARNING RESOURCE CENTRE

We will establish the Learning Resource Centre at the Antigua State College

CHILDREN WITH SPECIAL NEEDS

In the New Society toward which we are heading, our system must become more responsive to the circumstances of Special Needs Children. To achieve this goal,

We will

- *Make provision for an adequate number of trained teachers to cater to students with Special Needs;*
- *Strengthen the capacity of Special Education services and enhance the counselling services available.*

EXAMINATIONS

We will

- *Introduce CXC based and CVQ Examinations which will assess the competencies of tradesmen and make them more competitive nationally and regionally.*

NATIONAL TRAINING AGENCY

We will

- *Establish a National Training Agency as an incubator for developing professionals and skilled persons.*



School Uniform Grant

TERTIARY EDUCATION

Establishment of a University of Antigua and Barbuda is a long felt dream of the citizens of our Country. The steps which have to be taken to the realization of this goal are clinically carved out along lines which are internationally dictated. To achieve our goal we as a people must honour and respect these international requirements if we are to establish a University that will be internationally recognized and accredited. The process is as long as it is intricate and indeed just as complex.

As a first step we will

- *Amalgamate the Antigua State College, the Hospitality Institute and the Antigua and Barbuda institute of Technology to form The University College of Antigua and Barbuda.*
- *Transform the Antigua and Barbuda based UWI Open Campus into a full independent Teaching Institution along the same lines as the other UWI Open Campus Institutions in the Caribbean.*

These will be the first steps taken in laying the foundation for the establishment of the full University.

TEACHER DEVELOPMENT

Our education system must be able to attract and retain qualified and motivated teachers, especially in mathematics, science, English, ICT and the Arts.

The UPP is committed to improving opportunities for teacher development.

In conjunction with the Teacher's Union, we will

- *Examine the feasibility of introduction of a scheme of performance based rewards;*
- *Devise strategies to increase the number of specialist teachers in critical subject areas.*
- *Encourage more males to join the teaching service to correct the gender imbalance.*
- *Introduce Career Ladders that will allow teachers to progress through the system, based on professional standards.*
- *Put in place a programme to expose every teacher to special training in guidance and counselling.*
- *Ensure training is provided to our teachers in emotional intelligence, and to help them recognize behavioural problems that can impact negatively on learning and on student behaviour.*

A SOLID FOUNDATION FOR JOBS CREATION: Example to the World

We in the UPP believe that sustainable economic growth is the most effective and reliable means of creating well paying jobs for citizens and reducing poverty over the long term. Apart from creating jobs, economic growth produces opportunities for the working class to support their families, build stability and confidence in the future.

At the commencement of our next term in office, the UPP will

- *Immediately implement its tax reform and incentive program under the New Economy for Growth and Prosperity Program.*
- *Broaden the tax base to create the reduction in tax rates on savings and investment that will, in turn, lead to higher wages and output. It will also increase GDP, reduce unemployment and in the medium and long term direct the country's economy toward more investments and exports as opposed to consumption and government spending.*
- *Start a tariff holiday on goods such as clothes, shoes, television sets, luggage and stationeries. This will reduce*

These will include the following:

store prices and encourage more shopping. This will have an overall positive effect on business activity.

- Introduce a sales-tax holiday for restaurants and retailing. A combined tariff and sales-tax holiday aimed at reducing unemployment, especially among younger people.
- Initiate a Tax credit program that will give businesses a \$5,000 credit for hiring a new employee. Part of the employee salary would be subsidized.
- Since this program would only affect new employed persons it would help to reduce unemployment.

CAPITALISING ON OUTSOURCING AND SPECIALIZED SERVICES

Due to its high-end tourism industry, Antigua is among the more prosperous countries in the Caribbean based on GDP-per capita (purchasing price parity). It ranks 75th in the world and 8th among 23 Caribbean nations. However, the dependence upon tourism makes the country susceptible to shifts in the US and European economies and to distress caused by unpredictable weather disasters, such as major tropical storms. Diversification of the economy, based upon the growth of knowledge service industries, will help grow year-round employment, increase exports, and balance seasonality of the economy. Major events, such as Sailing Week in May,

cricket tournaments and Carnival in August, have helped to balance the flow of arrivals across the year and maintain occupancy levels in the hospitality industry.

The UPP, when returned to power, will invest in attracting Business Process Outsourcing (BPO) jobs to Antigua and Barbuda.

The re-elected UPP will initiate a public private partnership (PPP) program to make Antigua and Barbuda a preferred destination for BPOs in the Caribbean and Latin America.

In outsourcing and specialized services the UPP will

- Target the Medical, Insurance, Health Care and Financial Services industry. Both of these sectors offer "mid-high end" job opportunities for Antiguan and Barbudans. They are not minimum wage, entry-level call center concepts. Rather, they have the potential of creating "well-paying" jobs.
- Focus on a number of growing areas where the outsourcing industry requires skilled and semi-skilled healthcare experts to handle interactions with patients, providers, pharmacists, and payors to smooth rough edges of the delivery of and payment for medical care.

- Invest in workforce development to produce a pool of qualified employees for these positions.

- Draw upon the expertise of the Antigua & Barbuda Hospitality Training Institute (ABHTI) and the Antigua and Barbuda International Institute of Technology (ABIITI) to help build a competitive outsourcing sector.

- Use the Government Assisted Technology Endeavour (GATE) to prepare employees for this sector.

UPP will

DIVERSIFICATION OF THE ECONOMY, BASED UPON THE GROWTH OF KNOWLEDGE SERVICE INDUSTRIES, WILL HELP GROW YEAR-ROUND EMPLOYMENT, INCREASE EXPORTS, AND BALANCE SEASONALITY OF THE ECONOMY.

The UPP will

- *Attract health-related contact centre solutions that will be manned by agents in Antigua and Barbuda.*
- *Work closely with the American University of Antigua Medical School and one or more medical-oriented Service Providers (Outsourcing Service Providers) to develop a successful outsourcing industry.*
- *Institute a tax credit targeted at micro, small and medium size businesses to help them expand their payrolls.*
- *Introduce a work-sharing program to reduce unemployment where employees will be given half of the pay they lose as a result of working fewer hours. This will significantly slow the monthly unemployment growth and would have the effect of creating 100 new jobs each quarter. The idea is to keep people working at a highly reduced cost.*
- *Put in place a one-year student loan repayment holiday to ease the burden on recent graduates who either could not find a job or who found low-paying work. This would also assist parents who are paying the installments.*
- *Allocate money for the equivalent of Social Security benefits a year early to let people get the equivalent of their full Social Security benefits or pension a year early. This would allow them to retire sooner and make room for younger persons to enter the job market. It would also soften the financial burden on persons who have been laid off but are close to retirement age.*

HEALTH CARE BEYOND BOUNDARIES

Ever since its assumption of office in 2004, the goal of the United Progressive Party has been to develop a technologically advanced and efficient Antigua and Barbuda healthcare delivery service that will improve the overall quality of healthcare and ease of access for citizens and residents alike. Healthcare cost in the Caribbean has had a crippling effect on economic growth and development and will worsen if there is no intervention.

A UPP healthcare services sector will deliver health benefits to the local and OECS populations through a number of initiatives:

- *It will enhance productive use of the region's excess capacity in the public and private healthcare sectors;*
- *It will establish linkages with medical centres outside of the region,*
- *It will help Antigua and Barbuda and the region retain and repatriate skilled healthcare workers, and*
- *It will provide access to medical technology, equipment, and best practices.*



Antigua and Barbuda Medical Centre

HEALTHCARE REFORM

As Antigua and Barbuda moves to create new spaces in its economy, healthcare reform will also become a quintessential component of the UPP's focus as it seeks to develop this sector.

The UPP plans to create a systemic revolution in healthcare services delivery which would attract up to date state of the art technologies to Antigua and Barbuda and spur investments in Research and Development and create job opportunities for our citizens who are inclined towards careers in the field of medicine and allied services.

The UPP's budgetary allocations, since its tenure in office, clearly provide ample testimony to the Party's priority areas. Healthcare delivery has been one of the three biggest areas for recurrent expenditure. It is a clear indication that we take the wellness of our people seriously.

A nation can only live out its full potential if its people are fit and ready for the tasks at hand every day. It is the reason why we have continued to make such substantial investment in the wellness of our people and the very future of Antigua and Barbuda.

COMPREHENSIVE HEALTH CARE

The UPP's vision for world class health care delivery services for the citizens and residents of Antigua and Barbuda is reinforced by the immense progress which

has been made in this sector over the past ten years, The vision is for a nation of residents who are physically, mentally, spiritually and emotionally well. It reflects the maxim that a healthy nation is a wealthy and productive nation.

SIX MAJOR OBJECTIVES

The Party's continuing focus for the health sector will be based on six major objectives:

- *Developing accountable, efficient, well managed public hospitals and clinics*
- *Improving the human resource base in the health sector through a strategic development programme*
- *Putting in place a comprehensive national health information system that integrates all health information from the public and private health sectors*
- *Ensuring that all our health services are accredited according to international standards*
- *Strengthening the delivery of primary health care at the community level*
- *Establishing Universal Health Care to provide a comprehensive package of health services*

THE UPP PLANS TO CREATE A SYSTEMIC REVOLUTION IN HEALTHCARE SERVICES DELIVERY WHICH WOULD ATTRACT UP TO DATE STATE OF THE ART TECHNOLOGIES TO ANTIGUA AND BARBUDA AND SPUR INVESTMENTS IN RESEARCH AND DEVELOPMENT AND CREATE JOB OPPORTUNITIES FOR OUR CITIZENS

EFFECTIVE PRIMARY HEALTH CARE

The UPP pledges the following:

- *We will ensure that our primary health care teams work closely with our Local Government system so that every community has access to quality primary health care.*
- *We will insist that each primary health team has the appropriate skills and competencies to oversee the mental, physical, spiritual and social health needs of our communities.*
- *We will focus on ensuring that residents receive comprehensive (i) community mental health support, (ii) social support services, (iii) disease management for non-communicable diseases, and (iv) infectious disease prevention and management.*

We are concerned over the high morbidity and mortality rates associated with diseases like diabetes, hypertension, heart disease, stroke and cancers.

To bring this situation under control, we will place high priority on tackling chronic non-communicable diseases through a range of programmes, including

- *Prohibiting cigarette smoking in public areas,*
- *Reducing salt intake in foods,*
- *Promoting fitness and physical activity initiatives, and*
- *Increasing the level of public awareness of the importance of healthy lifestyles.*

HUMAN RESOURCE DEVELOPMENT

For our health services to work properly, we must have properly trained and motivated health care workers. To achieve this we will:

- *Conduct an audit of the human resources in the health sector and develop a plan to fill the immediate gaps in services as well as for the long term.*
- *Work with local, regional and International tertiary institutions to ensure that our health care workers have access to the necessary educational opportunities to improve their skills to meet our country's needs.*
- *Work with the professional bodies to address conditions of service for health workers and to ensure good communication, understanding and joint ownership of the services, where necessary.*
- *Improve the benefits to health care workers so that they can operate in more comfortable conditions and be encouraged to remain in the sector.*

HEALTH INFORMATION SYSTEMS

An efficient National Health Service must be supported and enhanced by a reliable and secure health information system.

- *We will fully commission a secure national electronic health information system in every health facility in Antigua and Barbuda.*

- *We will provide incentives to the private sector to encourage them to adopt the system and to be part of the national health network.*
- *Wherever possible, we will link the health information system to other information platforms.*

This system will also allow us to use our resources more productively on priority areas including the prevention of HIV-AIDS and sexually transmitted infections, chronic non-communicable disease management, and mental illness.

ACCREDITATION

- *We will make it mandatory for all health services, public and private, to enter into formal accreditation processes. Our goal is to have all of our health services accredited by a recognised international agency by 2016.*
- *We will review our health legislation, and where necessary develop new laws to allow us to meet the existing regulatory gaps.*
- *We will put in place a system at the community level to manage health service complaints and to mediate in order to quickly resolve outstanding issues.*

CAPTURING THE SPIRIT OF ENTREPRENEURISM

ENTREPRENEURISM: The capacity to organize, manage and assume the risk of a business venture or idea for the sake of profits; the awareness to spot opportunities, the creativity to innovate, the confidence to take risks and the tenacity to turn concepts into successful businesses. Entrepreneurism is found in every field imaginable, and many of the ideas have helped shape industries and the world we live in.

LANDMARK VIII

This is the moment when we must build on the wealth that open markets have created, and share its benefits more equitably. Trade has been a cornerstone of our growth and global development. But we will not be able to sustain this growth if it favors the few, and not the many.

BARACK OBAMA - The 44th President of the USA

TRADE, COMMERCE AND INDUSTRY: CREATING THE RIGHT FORMULA FOR ECONOMIC GROWTH

Having pathetically failed to put a sound economic strategy in place, the ALP fluttered in trying to find the right formula for economic growth and job creation in Antigua and Barbuda. Thankfully, this has not been the case under the UPP. We have delivered.

When re-elected, we will continue pushing the boundaries of innovation in order to make people's lives more exciting and more fulfilling. Our unwavering commitment to moving technology forward has transformed Antigua and Barbuda by leaps and bounds. Our economic programs will always be in motion, fueling opportunities for growth and prosperity.

In the next term of office, as we seek to transition to the New Society, we will:

- Inspire our youth to develop innovative products and services and
- Rally industries to support new products, and drive industry standards.

BUSINESS INCUBATION

The UPP will open the country's first business incubator supporting, at capacity, 30 high growth potential businesses through the provision of operating and manufacturing facilities, specialized equipment and business support services.

The Business Incubator will focus on youth and women entrepreneurs, as well as community outreach and partnering programmes.

Conceived as a mixed-use business incubator, it will support innovative enterprises through the delivery of professional business support services and resources, and the provision of a network of expert incubation and coaching professionals.

The targeted areas of economic activity will be ICT related areas, visual arts, music (recording), sales and marketing, high-end clothing and fabric design, jewellery design, unique craft/souvenir keepsakes, agro-processing to include essential oils, and packaging.

FREE TRADE ZONE

The new UPP Government will

- *Regenerate the Free Trade Zone to promote exports, create jobs and attract foreign direct investment (FDI).*
- *Provide generous incentives to companies that import raw materials and manufacture finished products for export.*

We clearly understand that if Antigua and Barbuda is to achieve sustainable economic growth, it is the responsibility of government to design and implement policies to strengthen our institutions, reduce unemployment and rebuild the country's infrastructure.

The UPP will work with private and public sector stakeholders to improve Antigua and Barbuda's effectiveness and success ranking in doing business at home and abroad.

A UPP government will work to increase private sector access to international markets, investment capital and assist local businesses to overcome barriers to trade.

We firmly believe that, with good economic policies, good governance and openness to trade and investment, under a UPP administration, Antigua and Barbuda will once again become the largest and most prosperous economy in the OECS.

ONE STOP SHOP

A major hurdle for potential investors starting a business in Antigua and Barbuda is the long time it takes to get registered. To remove the impediments, the role of the Antigua and Barbuda Investment Authority will be expanded to serve as a "One Stop Shop" for all investors and existing businesses.

BUILDING CAPACITY TO IMPROVE OPERATIONAL EFFECTIVENESS

The UPP will continue to invest in capacity building in the following areas:

- *Investment promotion and facilitation services*
- *Incubation training in development, operation and management of an Incubation Unit*
- *Business plan and risk analysis*
- *Grant proposal writing*
- *Public/Private Partnerships for SME development*

- *Readying firms for export*
- *Provision of trade information services*
- *Standards specifically targeted to agro-processors*
- *Good management practices for SMEs*

UPP will

- *Establish a single Point for Business Registration*
- *Review and where necessary reform legislation to achieve this objective*
- *Create a National Investment Strategy aimed at making Antigua & Barbuda the number one investment destination in the Caribbean*
- *Strengthen the Antigua and Barbuda Investment Authority's (ABIA) capacity to focus on marketing and investment promotion activities*
- *Empower the ABIA to collect, analyse and provide data and information to existing businesses, investors and entrepreneurs*

The goal of the UPP is that, by the end of 2015, persons seeking to invest and do business in Antigua and Barbuda will be able to submit a single application to the ABIA and move seamlessly through the various departments including Company Registry, Inland Revenue, Social Security, Medical Benefits, Board of Education and other Government Agencies involved in business start-ups.

WORLD RANKING

To ensure Antigua and Barbuda continues to improve its "doing business" World Bank ranking, we will consult with the Inter

American Development Bank and Compete Caribbean to help design a program to implement the 'One Stop Shop' Window for Antigua and Barbuda.

INNOVATIVE DEVELOPMENT FINANCING

The UPP will

- Work with overseas nationals to establish a Diaspora bond
- Stimulate private-capital flows by further expanding the Credit Guarantee Scheme and
- Encourage private voluntary contributions through matching funds

ENTREPRENEURSHIP AND PRODUCTIVITY

In the face of the turbulent global economic environment, it behoves Antiguan and Barbudans to embrace a culture of entrepreneurship and become a far more productive society. We must aim to achieve higher levels of productivity incrementally over the next five years. It is a challenging target, but we have no choice but to rise to the occasion if we are to create the New Society and preserve our quality of life in Antigua and Barbuda. To achieve this target, we must all take advantage of the latest Technologies and we must develop policies and programmes to overcome and eradicate those practices in our society that impact negatively on productivity.

The new UPP administration will introduce

- Personal Productivity Tax Credits of up to \$3,000. These will include:

- Reduction in the cost of internet and broadband access to households by providing an income tax deduction of up to \$1,000 for domestic internet and broadband;
- A tax rebate of up to \$1,000 for workers who do not take more than 15% of their full complement of sick days in a calendar year.

CORPORATE PRODUCTIVITY INCENTIVES

We will provide incentives to encourage higher levels of productivity within the private and public sectors.

To achieve this, we will

- Examine the feasibility of the reduction of taxes for local businesses for the first two years of operation once they have gone through the proper registration and compliance processes.
- Examine the economic justification for reducing withholding taxes on local businesses.

We will offer

- A deduction on the costs of establishing a day care centre at the business entity;
- A corporation tax deduction for the capital costs of establishing an E Commerce website;
- A corporation tax deduction on the interest paid on loans entered into establishing an E-Commerce website;
- A corporation tax deduction on expenditures for staff training related to the operation of an E-commerce website.

Further, we will re-engineer the Administrative arm of Government by:

- Reorganizing the Town and Country Planning Department to create a 'one stop shop' that brings together all agencies that contribute to the approvals process;
- Assessing the operational processes at each major Government Department or Institution to determine how they can benefit from an infusion of appropriate technology;
- Establishing a \$10 million Loan Guarantee Scheme to finance E-commerce and Digital Technology projects for Small and Medium-Sized Enterprises;
- Establishing showrooms, including a virtual show room component, to display the products of the small business sector;
- Fostering a working relationship with the University of the West Indies to broaden the Research and Development base for small businesses and to expand their capability for innovation;
- Providing for the development of the condiment production sub-sector by providing factory space that meets international standards;
- Facilitating bulk procurement to the subsector;
- Assisting small businesses in meeting international standards to facilitate growth in exports.

TRADE AND INDUSTRY

Small economies are challenged to develop indigenous manufacturing businesses that are globally competitive. At the same time foreign owned businesses that are developed based on invitation and incentives tend to have uncertain tenure especially in economically difficult times. The share of our Gross Domestic Product contributed by manufacturing needs to be increased significantly in order to provide foreign exchange for the economy and provide an alternative to many of the foreign made products we consume.



Pink sand beach, Barbuda

The new UPP administration will

- *Keep the Business Community up to date and informed of Regional and International Trade Agreements on a regular basis;*
- *Engage the Business community in discussions prior to negotiations on Multi lateral agreements to better prepare them to take advantage of the opportunities and be more competitive;*
- *Further Expand the Trade Credit Guarantee scheme;*
- *Explore emerging Sectors of untapped economic value;*
- *Undertake studies to examine the economic potential of the Cultural Arts;*
- *Engage the Youth in regular seminars to teach them the basic principles associated with the development of entrepreneurial skills;*
- *Strengthen the programme of providing assistance to small and medium business entrepreneurs during the early stages of their investments;*
- *Assign schools agricultural enterprises to specific hotels, restaurants etc. to facilitate the sale of their produce;*
- *Continue the Citizenship by Investment Programme;*
- *Strengthen technical assistance to Small and Medium Businesses to improve their efficiency and effectiveness;*
- *Restore small industry agriculture in Barbuda with emphasis on vertically integrated coconut and aloe vera based production;*
- *Provide incentives for investment in the agro processing Industry;*
- *Provide more fiscal support for the initiatives associated with exploring the use of advances made in Science and Technology;*
- *Provide incentives for the promotion of the use of herbal teas and coconut oil;*
- *Market expertise in managing the School Feeding programme to neighbouring countries;*
- *Undertake an extensive review of all trade taxes so as to ensure adequate protection of local producers, while removing unnecessary protections to reduce the cost of living;*
- *Support the establishment of Research and Development activities geared towards the promotion of innovation;*
- *Undertake a comprehensive survey of the manufacturing sector with a view to (a) determining its major needs, and (b) develop programmes to meet those needs;*
- *Aggressively explore opportunities for exports in Latin America and in Southeast Asia and Atlantic Canada;*
- *Aggressively explore opportunities for export under existing Bilateral Trade Agreements;*
- *Implement phyto-sanitary standards to meet WTO requirements for exporting globally as well as country specific requirements;*

The road ahead is going to be challenging but we invite Antiguan and Barbudans to work with us as we move forward in the process of transition to the New Society and continue on the road to prosperity for all.

HOME OWNERSHIP, CONSTRUCTION, JOBS CREATION FIVE (5) THOUSAND HOMES

The UPP knows only too well the impact of Construction as a major contributor to economic output, home ownership and job creation in Antigua and Barbuda.

Over the past ten years the sector's contribution to Gross Domestic Product (GDP) averaged about 12 percent per year and grew by an average of about 4 percent per year.

Under the UPP Administration, this sector has shown strong signs of rebound, recording growth of 9.9 percent in 2012 and 11.3 percent in 2013.

CONSTRUCT ANTIGUA AND BARBUDA INITIATIVE (CABI)

A significant contributor to the recovery in the Construction sector has been the Construct Antigua and Barbuda Initiative (CABI), which was launched by the UPP Administration in 2011 to stimulate economic activity, boost home ownership and collaterally create jobs for hundreds of citizens and residents. By all accounts, this programme has been a resounding success. Under the UPP administration, this project will continue to add its fair share of input to the national development effort.

Other UPP projects to help Antiguan and Barbudans attain the goal of home ownership were the North Sound Housing Development and Foleys Housing projects.

A UPP Administration will ensure equity in the continued allocation of these houses.

A re-elected UPP Administration will

- *Guarantee that the rent-to-own arrangement which has been implemented to facilitate the sale of homes in the Foleys Housing Project will be continued.*

To further assist in the provision of affordable housing to citizens and residents the New UPP Administration will

- *Continue increasing its land distribution programme to make land available to those citizens and residents who may not be interested in purchasing homes in a housing development.*

Following in the same pattern as was the case with the more than 220 parcels of land already distributed across areas such as Bathlodge, Willikies, Pares, English Harbour, Longfords, Old Road, Villa, Powells, Cooks Estate, Parham, Belmont, Cassada Gardens, and Jennings, the UPP is determined that the land distribution programme will be expanded as we give the assurance that more than 450 parcels of land have already been identified for sale.

- *These 450 plots of land will be made available by the UPP re-elected Administration in areas such as Bolans, Weirs, Cedar Valley, Lyons, New Field, Carty's Hill, and Five Islands.*



BAU PANEL

FIVE THOUSAND HOMES

A major UPP housing related project is the recently announced Bau Panel project which involves the construction of affordable houses using the patented, state of the art Bau Panel System. This is a joint venture between the Government, through CHAPA, and Bau Panel Systems Limited.

Under the administration of the UPP this housing development initiative will

- *Provide employment for over 1,000 citizens and residents and make home ownership a reality for 5,000 Antiguan and Barbudans.*

The UPP administration has already ensured that a critical part of this project will be a financing component through which prospective purchasers of the homes will be able to access funding. The project also comprises a manufacturing component where Bau Panel Systems will be manufactured in Antigua and Barbuda for use in the local development projects and to supply the regional and Latin American markets.

In addition to these public sector housing projects, the UPP, when returned to office will

- *Accelerate the Lightfoot Gardens Housing project currently being developed by a local entrepreneur. Work on this 73 unit development began in early 2013 and the UPP will ensure successful completion within 24 to 36 months.*

This \$18 million project will offer citizens and residents two- and three bedroom options at affordable prices. Up to 200 construction jobs will be created by this project.

MORE AFFORDABLE HOUSING

The security, safety and comfort of our citizens remain the principal reason why the UPP Administration has made housing development a key component of its economic and social development program. Under the UPP Government, housing has not only been viewed as an essential social mandate but it was made to become an influential driver of economic development.

Under our leadership, housing construction now accounts for a significant portion of our annual Gross Domestic Product. In our vision for the provision of shelter for all our citizens we plan to make maximum use of our housing construction drive to generate expenditures in other important sectors in the economy.

A new UPP Government will continue to place emphasis in ensuring that:

- *Housing and real estate development leads to greater financial and commercial activity, stability, and liquidity*
- *Low-income housing will be used to provide stimulus to the economy and creation of small businesses*

Under the UPP housing will become a driver for:

- *Job creation*
- *Increased savings and investment*
- *Poverty alleviation*

SPECIAL HOUSING INCENTIVES ACT

Upon its return to office, the UPP will pass a Special Housing Incentives ACT that will offer generous incentives to housing developers who finance/construct affordable homes.

PRIVATE SECTOR HOUSING

The UPP, when returned to office, will continue to stimulate growth in the housing sector in a number of ways:

We will

- *Grant Tax credit to developers who engage in the housing market.*
- *Allow developers to sell a maximum of 50% of the lots within a development without a bond, and allow the release of the remaining 50% to be approved for sale after the completion of the infrastructure within the development.*

REINSTATEMENT OF PROUD

The UPP will

- *Reinstate the Programme for the Rationalization of Unplanned Developments (PROUD) which allowed poor people who had been squatting on government-owned lands for decades to gain title to these lots and*
- *Provide proper drains, footpaths and roads in these developments where none had existed before.*

ADDITIONAL JOBS

The UPP will

- *Ensure that the Housing Sector will be used to create the much needed surge in construction activity by mobilizing idle equipment and unemployed tradesmen - masons, carpenters, plumbers and electricians - while simultaneously addressing the social issues relating to the informal settlements that are spreading within our urban centre.*

URBAN RENEWAL

We will

- *Initiate an urban renewal programme for St. John's during our next term of office.*

- *Pay close attention to the need to make the city safer and cleaner,*
- *Improve the flow of pedestrian and vehicular traffic,*
- *Enhance the aesthetic appeal of the city and environs, and*
- *Improve the city's overall functionality.*

ADDITIONAL CONSTRUCTION PROJECTS

Under a UPP Administration, other construction projects which will continue or be started in 2014 include:

- *The State Insurance Corporation construction project, under which a \$15 million office building will be constructed to house the Treasury Department. Work on this will be continued and in fact will be accelerated in 2014. It will generate 150 construction jobs.*
- *The three-storey 34,000 square foot headquarters for the Antigua Department of Marine Services. This \$24 million project will employ 200 persons.*
- *Construction of the new headquarters for ABS Radio and Television to be located on Friars Hill Road will begin in mid-2014 and will provide employment for up to 100 sub-contractors and construction workers.*
- *The \$44 million secondary school at Five Islands and the new secondary school at Tomlinson's.*
- *The new terminal at the VC Bird International Airport along with the airside works project which will include the upgrade of parking ramps and installing of a fuel line system to ensure the airlines can be more efficiently serviced.*

PROMOTING VIBRANT COMMUNITIES

A COHESIVE COMMUNITY IS ONE WHERE THERE IS A COMMON VISION AND A SENSE OF BELONGING FOR ALL COMMUNITIES; THE DIVERSITY OF PEOPLE'S DIFFERENT BACKGROUNDS AND CIRCUMSTANCES ARE APPRECIATED AND POSITIVELY VALUED; THOSE FROM DIFFERENT BACKGROUNDS HAVE SIMILAR LIFE OPPORTUNITIES; AND STRONG AND POSITIVE RELATIONSHIPS ARE BEING DEVELOPED BETWEEN PEOPLE FROM DIFFERENT BACKGROUNDS IN THE WORKPLACE, IN SCHOOLS AND WITHIN NEIGHBOURHOODS.

LANDMARK IX

The Philosophy of Community Policing was conceptualised in response to the deteriorating pattern of social behaviour which has been gripping the world and complicated by the fact that Governments the world over were finding that the cost of construction and maintenance of prisons and the upkeep of prisoners was having a deleterious effect on National Budgets. More money was being spent on these elements than on health, housing and education for example. As a result, the emphasis in police work is being shifted away from crime detection and imprisonment to crime prevention, rehabilitation of the individual and the creation of a more harmonious social order.

BUILDING THE NEW SOCIETY

THROUGH COMMUNITY EMPOWERMENT

EMPOWERING COMMUNITIES

Community Empowerment is an innovative medium used in the building and nurturing of communities and in guiding and supporting Central Government initiatives. The philosophy is designed to give to communities a fair measure of influence not

only over the allocation of public resources but also to enable the most appropriate decisions to be taken with a view to improving the Communities themselves and enhancing the quality of life to which the people of the Community aspire.

The empowerment framework allows for the Leadership of

individuals, influential Groups and Organizations in the local community to band together under one umbrella to work with Central Government representatives in satisfying the needs, goals and aspirations of the respective Communities.

The Bodies so formed are called Community Councils.

From the broadest perspective, the new UPP administration will:

- Support the development of Community Councils;
- Provide assistance to the Community Councils in the development of databases documenting community needs;
- Provide Community Councils with resources to execute the widest variety of community development programmes;
- Support the Community Councils' efforts to build a cadre of Community volunteers;
- Facilitate Community Councils in meeting the educational, employment, recreational and related needs of communities.

INSTITUTIONAL STRENGTHENING OF OUR COMMUNITIES

We will work with the Community Councils in

- *Establishing Administrative and Cultural centers in each parish;*
- *Enhancing and Institutionalising the Annual Home and Gardens Festival;*
- *Enhancing and Institutionalising Community Festivals nation-wide*
- *Ensuring Public safety and security in village and rural communities through adequate police presence and through the strengthening of community watch groups.*

- *Establishing special Economic Activity Zones at strategic locations like Parham, All Saints, English Harbour and Bolans to decentralize economic activity and job creation away from the city and create opportunities for employment in rural areas;*
- *Continuing and intensifying the rural infrastructure program by building and repairing more roads, drains, sports complexes and public squares and parks.*

We will

- *Develop two new major rural highways: one connecting Old Road to English Harbour and the other connecting Bendals to John Hughes via Break Nock*
- *Expand the Community Policing Programme to year round activity that will be a component of all festivals and special events in Antigua and Barbuda;*
- *Ensure equitable distribution of land for residential purposes.*

ENHANCING THE PHYSICAL INFRASTRUCTURE: Benefits for all Communities

In its new term in office, the UPP Administration will continue along the path of its determination to ensure that uninterrupted progress is made in improving the physical infrastructure of the country for the use, convenience and benefit of all citizens and residents.

We will maintain our philosophy of collaboration among the various Ministries and Departments to implement the wide range of capital works projects which we have already begun with an allocation of \$108.2 million in 2014.

The programme of upgrading and maintaining essential physical infrastructure will proceed unabated over the next five years as the pace of

development of the country escalates, and the infrastructure is put under abnormal stress due to the unprecedented level of demand which accompanies the momentum at which industrial and commercial growth and development are taking place.

ROAD REPAIR AND MAINTENANCE

Under the new UPP Administration, funds will continue to be allocated to major construction of roads, drains and bridges and for road repair and maintenance in communities across Antigua and Barbuda.

This will be done in phases, the first of which has already begun.

We will also continue our minor repair and maintenance programme in a number of communities.

ADDITIONAL CONSTRUCTION PROJECTS

We will undertake the following additional construction projects in 2014:

- *Expansion and renovation of the National School Meals Kitchen;*
- *Construction of the Disaster Preparedness Emergency Centre;*
- *Refurbishment of the Post Office;*
- *Renovation of police stations;*
- *Purchase of fire tenders and marine vessels;*
- *Restoration of the airport radar.*



These are just a few of the capital works projects which form the nucleus of the much broader scope of works which will be carried out both on a needs basis and as the priorities for expansion, growth and development of the physical infrastructure of Antigua and Barbuda are forecasted and demands projected.

The foregoing initiatives will all add immeasurable value not only in moving the country forward, but simultaneously in providing opportunities for sustainable employment in all communities.

BARBUDA

Never before has a Representative of the People coming from our sister isle, Barbuda, been included as a member of the cabinet. The esteem with which the UPP holds the people of Barbuda is evidenced not only by that reality, but also by the tremendous progress which has been made in Barbuda since the UPP Administration has been in office.

We pledge to continue this unique quality relationship and to press on with the outstanding pace of development in Barbuda by focussing on the following initiatives:

- *Installation of a wind farm for the generation of Electricity*

- *Install a bank of Solar Voltaic cells to transform sunlight into electricity becoming the only significant island community to derive all its required energy from renewable environmentally friendly methods*
- *Examine the feasibility of establishing a Duty Free Economic Zone that will attract businesses in the areas of merchandising, warehousing, and manufacturing and assembly operations.*
- *Accelerate the establishment of a Joint Consultative Committee headed by the Prime Minister to supervise and monitor*



development plans and projects in Barbuda in partnership with the Barbuda Council. The delay in putting this in place was occasioned by the 18 months of time in office which was lost due to the obstructionists machinations of the ALP.

PRESERVING LAW AND ORDER, PEACE AND HARMONY WITHIN ALL COMMUNITIES

Protection, Safety and Security for all Communities

In the UPP's continuing onward journey toward the vision of the New Society, Crime Prevention, National Security and the Preservation of Law and Order will always emerge as compelling landmarks of sustainable development.

Creating a safe and secure environment for all our people requires interventions at all levels: the Government, the Parliament, the Defence Force, the Police Force, the Justice System, the Administrative and Technical Support Agencies, adequate legislation and, by no means least, you the people.

Like the rest of the world, we in Antigua and Barbuda, are faced with an escalation of offences against the law which, as a Nation, we must face up to and redress.

A re-elected UPP Government will continue in its unfettered determination to reduce the spate of crime and lawlessness which stalk the land.

PHILOSOPHICAL NAME CHANGE

As a first step and, in keeping with the spirit of transition toward our declared vision of the New Society, we in the UPP are convinced that the time has come to change the focus of Policing from that of being a "Force" to reckon with to that of providing a "Service" to benefit from: benefits of peace, safety, security and comfort for all the people of Antigua and Barbuda.

The philosophical difference is enough to create the mind-set change which is required under prevailing conditions. It is the type of mind-set change which will set the stage for the police and the citizens to come together, to join hands, side by side, in the relentless fight against crime and lawlessness and quicken the restoration of confidence and faith in the Police which has always been the heartfelt desire of all citizens and residents alike.

The new UPP Administration will therefore take steps to have the name of the Organization changed to:

"The Royal Antigua and Barbuda Police Service".

Having set that stage, the new UPP Administration will embark on a comprehensive programme of activities to remobilise the Police Service so that they will be fully equipped to take responsibility for ridding the country of crime and lawlessness.

The UPP will empower the Police to do so in the following ways:

We will

- *Establish a National Commission on Law and Order.*
- *Establish a highly specialised Anti Crime and Narcotics Unit with responsibility for leading the fight against serious and organized crime and drug trafficking.*
- *Equip Police vehicle fleet and police safety agency vehicles with high speed rugged computers and cameras to prevent and solve crime.*
- *Increase the number of police officers who now protect and serve the nation.*
- *Construct a modern Forensics Laboratory*
- *Intensify the existing on-the-job training programmes.*
- *Put in place modern crime fighting and detection systems.*
- *Organise an ongoing Nationwide Crime Prevention Education and Mobilization Programme.*

- *Take advantage of the most up to date technological advances to bring about the highest levels of efficiency and effectiveness among all stakeholders involved in fighting the scourge of crime and lawlessness.*

The UPP recognizes that there are social and economic issues that we have to continue to address in treating with this very sensitive area of national life: poverty eradication, generating more employment opportunities and creating greater social equity, all of which assist in curbing the temptations for people to engage in criminal activity.

Many of the initiatives outlined in our People's Charter will contribute immeasurably to create an enabling environment that will make criminal activity and the temptation toward lawlessness and disorderliness an insignificant feature of our national landscape. It is the determination of the UPP to make this happen.



STRENGTHENING THE POLICE SERVICE

Winning the fight against crime and lawlessness requires that we must have a confident, empowered, well equipped and efficient Police Force.

CAPACITY BUILDING

Your new UPP government will take immediate steps to enhance the capacity of the Police Force in all areas.

We will

- *Develop a strategy to provide Institutional Strengthening of the entire administration of the Police Force.*
- *Implement a continuous and rigorous training programme among all ranks in the Police Force, and establish this as an essential component for promotions and placements.*
- *Develop a leadership training programme that will be linked to career development and succession planning for the important management positions in the Police Force.*
- *Improve the capability of our police officers to outthink, outsmart and outmanoeuvre the criminals.*

- *Undertake a review of the management structure and operations of all Police Stations.*

- *Enhance the Highway Patrol Unit to regulate*

the increasing road traffic, and to make our roads and highways safer for drivers and pedestrians.

- *Introduce new state of the art crime fighting tools*

- *Significantly increase the number of police officers on mobile, bicycle and foot patrol in our capital city and in all major populated areas in our country.*

We will

- *Introduce legislation to allow for the use of electronic tagging with curfews to control and monitor the movement out of prison of people who are not a serious threat to society but who would normally have been placed on remand for anti social crimes and are out on bail.*

INTEGRITY IN THE POLICE SERVICE

A re-elected UPP Administration will not condone our police officers being involved in any form of unlawful activity or aiding and abetting in such activity in any manner whatsoever.

Our goal will be to ensure that the Police Force comprises not only men and women of good character and integrity but also officers who adopt a zero tolerance culture to corruption of any nature.

A UPP Administration will

- *Take appropriate measures to aggressively eliminate corruption at all levels in the Police Force.*
- *Engage a security vetting system which will include the use of polygraph testing for senior ranks and for officers called to serve in highly sensitive and critical national security positions.*

QUALITY CUSTOMER SERVICE

We will

- Develop a Customer Service Philosophy that will outline the service standards to which all police officers will be held accountable.
- Undertake regular reviews of roles and responsibilities to determine the extent to which all administrative and general functions in the Police Force could continue to be held down by civilian personnel to ensure that as many Police officers as possible are available to discharge the core elements of policing.

PROTECTING OUR COASTAL BORDERS

A re-elected UPP Government will

- Work with regional and international Governments to boost the capacity of the Marine Police to patrol our borders and our coastal waters.
- Seek the assistance of our regional and International partners in helping us to monitor and track the movement of all vessels in and out of our territorial waters.



Protecting the borders.

INTELLIGENCE GATHERING

We will

- Strengthen the management and operations of our Intelligence Gathering Agencies to improve the quality, integrity and relevance of the intelligence not only for the purpose of protecting and preserving the security of the state but also for use as admissible evidence in the pursuit of judicial proceedings.
- Ensure that our approach to crime prevention and abatement will be intelligence-driven
- Ensure that our Police Force adopts a more proactive, more analytical and more scientific approach in the overall discharge of their roles and responsibilities.
- Work with the RAPF towards the setting up of Crime Intelligence Units in all Divisions, fully equipped with modern surveillance equipment to monitor activities of interest in the Divisions.
- Ensure that each Division has a properly equipped Crime Scene Unit.

DEALING WITH CRIMINAL DEPORTEES & REPEAT OFFENDERS

We will

- Engage friendly regional and international governments on matters of hemispheric security and work toward the adoption of more humane, well structured beneficially reciprocal procedures for the deportation and repatriation of criminals.

- Maintain a deportee database that will contain all important information and biodata on deportees and facilitate easier tracking of their whereabouts.
- Undertaken regular reviews of the Prisoners Rehabilitation Programme, which will help former offenders to reintegrate methodically into society.
- Establish a system to track the movements of all 'repeat offenders' and make better use of data and information in establishing crime patterns and criminal profiles to assist in crime prevention and detection.

MUTUAL COOPERATION INITIATIVES

We will

- Continue to collaborate with our OECS and Caricom Partners to engage in efforts to develop strategic regional and hemispheric responses to crime and lawlessness, drug trafficking and security concerns.
- Optimize the presence and expertise of our overseas missions to establish bilateral and multilateral agreements with friendly countries to combat crime, drug trafficking and terrorism.
- Continue to give substantial support to the Regional Security System (RSS), the CARICOM Implementation Agency for Crime and Security (IMPACS), and the Association of Caribbean Commissioners of Police (ACCP).

We will

- Strengthen the laws dealing with noise pollution, loitering, indecent exposure, degrading of public places, and abandonment of derelict vehicles, littering, verbal abuse and most importantly we will ensure that these laws are rigidly enforced.

IMPROVING JUVENILE JUSTICE**We will**

- Work to improve the administration of juvenile justice.
- Put a stop to the early criminalization of young people by encouraging probation, alternative sentencing, non-custodial sentences, and mediation.
- Ensure that children in need of care, attention and protection are separated from unsuitable, indiscriminate and unbalanced offenders and those children on remand are not mixed with convicted offenders.
- Undertake a comprehensive review of the correctional system for juvenile delinquents, which will include the construction and equipping of new facilities.

CONTROLLING USE AND SALE OF ALCOHOL**We will**

- Put in place stricter penalties for the sale of alcohol to under-age youth and for individuals who serve or encourage the intake of alcohol by under-age youths.
- Prohibit the sale, sponsorship or advertising of alcohol by alcohol companies at all youth-related activities or events.
- Clamp down on the illegal sale of alcohol at public events.

SCHOOL SAFE ZONES**We will**

- Conduct security audits of all schools with a view to establish all schools as safe zones where there is zero tolerance to violence, bullying, anti-social and delinquent behaviour.
- Continue to promote outreach programmes in all schools sensitizing students to standards of behaviour which will encourage the right attitude towards drug prevention, conflict resolution, guidance counselling, mentoring, family values, and health promotion.
- Continue to provide full support for the expansion and/or re-establishment of uniformed groups like Boy Scouts, Girl Guides, Pathfinders, and Cadets in all primary and secondary schools.

- Continue to provide second chance opportunities for out-of-school youth, involving a combination of remedial instruction, skills training and work apprenticeship programmes
- Continue to develop After-School programmes in all communities, starting with the most vulnerable. We will provide incentives for private sector participation.
- Continue to provide incentives to the private sector to expand opportunities and support in high-risk areas and to vulnerable groups.

SUPPORT OUR PARENTS

We believe that improving parenting skills is a critical element in building a stronger nation and we will support all programmes toward these ends.

The re-elected UPP Administration will

- Work with community based organizations to provide parental skills training in all communities and especially in high-risk environments.
- Use the government owned media to assist in parental skills training for the benefit of all parents.

MORAL AND SPIRITUAL VALUES

We will

- *Work with the faith-based organizations, the Primary, Secondary and Tertiary Educational Institutions, the NGOs and the public media to encourage them to fulfil the important role which they are all expected to play in assisting the population in upholding the moral and spiritual values of the New Society.*

ENGAGING THE YOUTH

Stage an annual activity among the Young People of the Nation allowing them the opportunity to use their creative skills and talents and to afford the Young People of the Country an opportunity to share their views and ideas with respect to curbing the spate of crime and lawlessness plaguing the country. We will commence in 2014 with a Nationwide Crime Prevention Essay Competition for students and young people from Secondary and Tertiary Education Institutions, Youth Groups, Youth Institutions and unattached Youths.

PRAYER AND FASTING

We also plan to work closely with our religious leaders to develop and implement strategies and programmes to build and maintain the spirituality and compassion of our people.

In this regard we will

- *Organise an Annual Day of Prayer and Fasting nation-wide calling upon all citizens to take time out to offer prayers and to*

fast wherever practical so that the Grace of God may be brought to bear on the alleviation of the spate of crime and lawlessness bedevilling the Country.

DISASTER MANAGEMENT

Disaster management has become a very critical and essential component of survival in today's world, vulnerable as we have all become when faced with the vagaries of the elements as well as unexpected emergencies that are a part of everyday existence.

A New UPP Government will

- *Ensure that the Standard Operating Procedures (SOP) of the National Office of Disaster Services are enforced across the board (Ministries, departments, statutory bodies and private sector)*
- *Support the National Emergency Operations Centre in a systematic retrofitting of existing facilities to reduce the impact of natural and man-made disasters on the country.*
- *Construct Hurricane Shelters in Bolans and Piggotts*

As a first step we propose to commence with the following initiatives:

- *Acquiring one offshore patrol vessel of approximately 35 metres in length;*
- *Reducing the incidence of fire through education on fire prevention in schools and the public in general;*
- *Starting work on a new Correctional and Juvenile Facility;*

- *Continuing to strategize to become a community-policing oriented organization in order to regain confidence of the public and build sustainable communities in which citizens will be safe;*
- *Providing timely and accurate processing of passengers by Immigration Officers at ports of entry;*
- *Installing, testing and implementing the new Border Management and e-Visa System within the Immigration Department;*
- *Implementing the Antigua and Barbuda Skills Training Empowerment Programme (ABSTEP);*
- *Ensuring the full operation of the Coast Guard station in English Harbour;*
- *Improving repair and maintenance of Coast Guard vessels;*
- *Expanding the Cadet Corps programme in secondary schools;*
- *Increasing production on the Prison Farm by 30 to 40 percent;*
- *Increasing knowledge and awareness, providing technical assistance; promoting effective rights-based responses; building capacity of state and non-state stakeholders; fostering partnerships for joint action; and above all, ensuring that everybody takes responsibility for the fight against Human Trafficking;*
- *Repairing and upgrading police stations that are in disrepair.*

HONOUR, DIGNITY AND RESPECT WORLDWIDE

"John the Baptist was supposed to point the way to the Christ. He was just the voice, not the Messiah. So everybody's calling has dignity to it and God seems to know better than we do what is in us that need to be called forth."

JAMES GREEN SOMERVILLE - Author and 16th Senior Pastor of First Baptist Church.

LANDMARK X

If once you forfeit the confidence of your fellow-citizens, you can never regain their respect and esteem.

ABRAHAM LINCOLN - The 16th President of the USA

A PROUD MEMBER OF THE INTERNATIONAL FAMILY OF HONOURABLE AND RESPECTED NATIONS

Citizens and Residents of Antigua and Barbuda can feel justifiably proud and indeed jubilant that, under the UPP Administration, the people of Antigua and Barbuda have unquestionably succeeded in restoring the name, image and prestige of the Nation on the International Landscape.

The UPP has delivered us from the dishonour, disgust and disrepute into which the Country had been plunged by the ALP Administration for many shameful years.

The renewed pride of place which we now enjoy on the international stage has been evidenced by the warmth, cordiality, camaraderie and togetherness which have

graced the quality of relationship and eagerness of support for our initiatives. Support for our UPP Administration has been objectively and constructively forthcoming from local, regional and international Institutions and Countries far and wide. International cooperation and consultation with Antigua and Barbuda now know no boundaries.

Institutions like the Central Bank (ECCB), the OECS Secretariat, the Caribbean Development Bank (CDB), the Caricom Secretariat, Caribbean Centre for Development Administration (CARICAD), the Caribbean Tourism Organisation, the World Bank, the International Monetary Fund (IMF), the European

Union, the African Union, the United Kingdom Department for International Development (DFID), the Commonwealth Secretariat (ComSec), the Food and Agriculture Organisation (FAO), and the United Nations Population Fund (UNFPA) number among the many with whom we interact with pride and dignity.

Antiguans and Barbudans must also appreciate the significant assistance received from a number of sovereign Governments, including the Republic of Cuba, the Bolivarian Republic of Venezuela, the People's Republic of China, the Republic of Korea, the United States of America, Japan, the United Kingdom, and Canada.

DIPLOMATIC RELATIONS

To further rationalize our diplomatic efforts and improve its cost effectiveness, the New UPP Government will explore the options of establishing joint diplomatic representation with the OECS and CARICOM sister nations in certain parts of the world.

INTERNATIONAL RELATIONS AS A CATALYST FOR DEVELOPMENT

During the next five years, following our return to office, we propose to continue discussions with our international partners and supporters to take full advantage of the offers of assistance which they have pledged towards us.

These include the following:

RELATIONS WITH INDIA

- *To send technicians to visit schools and health institutions with a view to providing assistance.*
- *Technical assistance for establishment of Antigua and Barbuda Community Access Centres.*

Agreement to carry out a feasibility study on a national sewerage Plan.
- *Expansion of relations between the American University of Antigua School of Medicine and Mumbai University in India. Antiguan and Barbudans now have access to 12 scholarships each year.*

- *Commitment by India to provide training for the Royal Police Force of Antigua and Barbuda and the Antigua and Barbuda Defence Force officers at India's National Police Academy.*
- *Training in network and JAVA Studies in India for three young nationals from Antigua's IT centre.*

RELATIONS WITH CHINA

- *Assistance with the completion of Mount St. Johns Medical Centre.*
- *Construction of a Community Centre in Barbuda.*

THE LEGISLATIVE AGENDA

In addition to the ongoing revision and consolidation of our legislation (which was last revised in 1992) with assistance from the CARICOM Secretariat, a re-elected UPP Administration will pursue the following legislative agenda during the period 2014 to 2019:

Adoption of Children's Act, which would replace the current one, and provide for a more thorough needs and qualification assessment, and allow for adoption by Antiguan and Barbudans living abroad where a broader base of opportunities for growth and development exists for the adopted children.

Juvenile Justice Act, which would seek to rehabilitate and reform young offenders to live enriching and useful lives, and keep them out of the prison system.

Intoxicating Liquor Licensing Act, to bring the law into sync with the norms of prevailing community standards of acceptable opening hours and patron behaviour.

Estate Agents Licensing Act, to establish industry standards in the selection of estate agents and for the protection of property owners, purchasers, and lessees.

Amendment to the Non-citizens Undeveloped Land Tax Act, to enforce immediate compliance with Non-citizen Licence performance obligations.

Prevention of Corruption (Amendment) Act, which will make provision for Crown lands not to be sold or leased to Members of Parliament or their families on conditions and terms that are inequitable and more favourable than those to ordinary citizens.

Crown Prosecution Service Act, to enhance the prosecutorial effectiveness of the police and encourage ethical professional standards and thorough investigative techniques.

Public Service Act, to reform the existing colonial and outdated system and allow for the re-structuring of the public service based on qualification and meritocracy.

Public Accounts Act, to buttress the powers and duties of the Public Accounts Committee and to provide for parliamentary oversight of statutory boards.





VOTE Mervyn
RICHARDS
St. John's City South

**HAROLD
LOVELL**
FOR CHIEF

I ♥ UPP

LEADERSHIP
MATTERS

UPP **NOT** ... More Than Us

LEADERSHIP
MATTERS

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