

PATHWAYS TO PROSPERITY

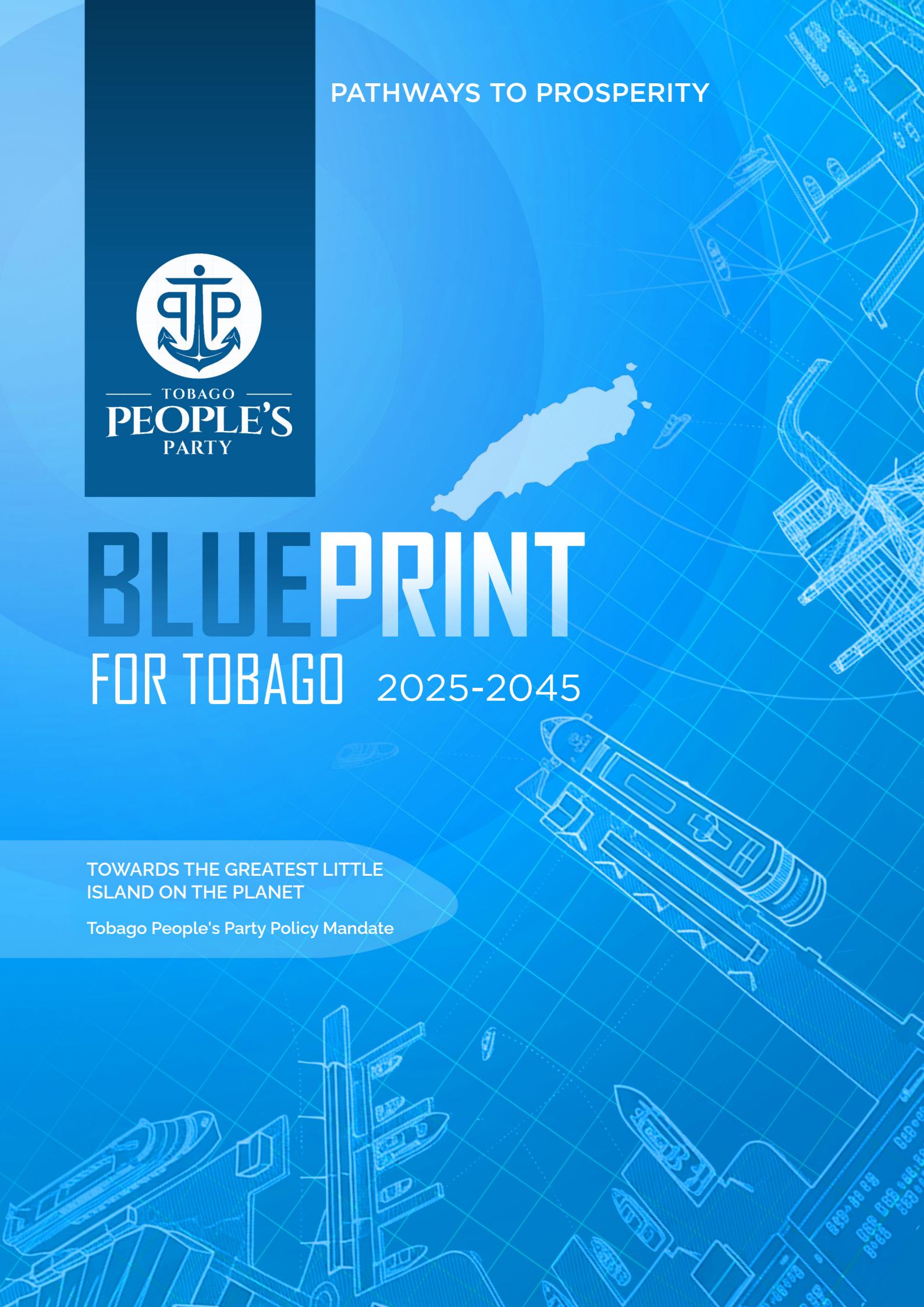


TOBAGO  
PEOPLE'S  
PARTY

# BLUEPRINT FOR TOBAGO 2025-2045

TOWARDS THE GREATEST LITTLE  
ISLAND ON THE PLANET

Tobago People's Party Policy Mandate



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# MESSAGE FROM THE POLITICAL LEADER

Fellow Tobagonians,

As we stand at the crossroads of our island's future, we must reaffirm our commitment to effective and responsible governance. For over 60 years, Tobagonians have upheld the principle that no external government must do for us what we can do for ourselves. This foundational belief has guided our politics in our pursuit of a prosperous and self-sufficient Tobago.

However, to truly unlock our island's full economic potential and to realise our vision of making Tobago the "**Greatest Little Island on the Planet**," we must embrace what it truly means to govern our own affairs. This autonomy is not merely a political aspiration; it is a necessity for our progress and prosperity. It is through autonomy that we can facilitate self-governance, allowing us to make decisions that best reflect the needs and aspirations of our people.

Autonomy is essential for safeguarding our cultural identity, promoting economic development, and enhancing political stability. It strengthens accountability and provides us with the tools to address historical inequalities that have long hindered our growth. By gaining greater control over our own affairs, we can ensure that the unique voice of Tobago is heard and respected.

As we move forward, let us unite in our pursuit of constitutional autonomy. Let us work together to build a future where every Tobagonian has the opportunity to thrive, where our cultural heritage is preserved, and where our island stands as a beacon of progress and innovation.

Together, we can achieve this vision. Together, we can make Tobago the "**Greatest Little Island on the Planet**."



*Farley Chavez Augustine*

Political Leader  
Tobago People's Party

# FORWARD



In the pursuit of a brighter future for Tobago, we present this mandate as a comprehensive road map designed to guide our island towards sustainable growth and prosperity. At its heart lies the **DEVELOPMENT PHILOSOPHY**, a foundational pillar that redefines what development means for Tobagonians. This philosophy transcends traditional economic metrics, emphasising a human-centred approach that prioritises well-being and quality of life. It champions sustainable growth, ensuring that our natural resources are preserved for future generations, while fostering inclusive prosperity that reaches every corner of our island.

Our commitment to innovation is unwavering, as we embrace technology and modern solutions to drive progress. Yet, we

## NOTE

The ideas in this document have been informed by evidence-based policy solutions to real problems faced by Tobagonians.

The **POLICY FOCUS** at the beginning of each section have been derived from the TPP's **Strategic Development Planning Pathway (SDPP)** framework for Tobago 2025 to 2045.

remain steadfast in preserving our rich cultural heritage, even as we welcome progressive change. This mandate seeks to establish a shared understanding of development, aligning economic growth with social progress and guiding all policy decisions with clear, core values and targets.

**THE SOCIAL CONTRACT** another cornerstone of this mandate, delineates the reciprocal obligations between the Tobago People's Party (TPP) and the people of Tobago. The compact promises transparency and accountability from a TPP government, while encouraging active citizen engagement in planning and decision-making processes. Together, we share the responsibility for environmental stewardship and invest in education and skills development, fostering a collaborative approach to community development. The expected outcomes are increased public trust in government institutions, higher levels of civic participation, and stronger community ownership of development projects.

**THE STRATEGIC POLICY AGENDA** outlines the strategic directions that will guide Tobago's development across all sectors. With five Strategic Policy Focus Areas, this agenda ensures that our priorities and resources are effectively organised and allocated. It emphasises evidence-based policy formulation, regular reviews, and cross-sectoral co-ordination, aligning with both national and international development frameworks. This coherent policy framework will provide clear priorities for resource allocation and measurable objectives with accountability mechanisms.

**THE GRAND VISION** is to make Tobago the **GREATEST LITTLE ISLAND ON THE PLANET**. The vision is our ambition for establishing an innovation economy and society for all. Linked to this vision are twenty-one (21) **DEVELOPMENT AGENDA PRIORITIES** which will ensure that our development over the next 20 years is targeted, measurable, outcome-oriented and time-sensitive.

**FINALLY, THE IMPLEMENTATION LOGIC** provides a systematic approach to turning plans into reality. Through a **4-stage, 10-step process**, we cover governance, planning, execution, and continuous improvement. This co-ordinated execution across all Tobago House of Assembly (THA) Divisions ensures regular monitoring, course correction, and continuous improvement through learning and adaptation.

Together, these pillars form a resilient framework, a **Strategic Development Planning Pathway**, for making Tobago the “**Greatest Little Island on the Planet**.”

**This manifesto is not just a document; it is a call to action for every Tobagonian to join in building a prosperous, sustainable, and inclusive future.**



# POLICY FRAMEWORK

Tobago's development will be guided by a planning pathway built on five fundamental pillars.



# PILLAR ONE: THE DEVELOPMENT PHILOSOPHY



## OVERVIEW

The Development Philosophy establishes the core values and principles that underpin Tobago's approach to growth and prosperity. It defines what development means for Tobagonians and how progress should be measured beyond mere economic indicators.

## KEY ELEMENTS

- Human-centred development that prioritises well-being and quality of life
- Sustainable growth that protects natural resources for future generations
- Inclusive prosperity that reaches all communities across the island
- Innovation-driven approach that embraces technology and modern solutions
- Cultural preservation while embracing progressive change

## EXPECTED OUTCOMES

- A shared understanding of what "development" means for Tobago
- Clear values that guide all policy decisions
- Alignment between economic growth and social progress

# PILLAR TWO: THE SOCIAL CONTRACT

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## OVERVIEW

The Social Contract defines the reciprocal obligations between the THA and the people of Tobago. It establishes what citizens can expect from their government and what responsibilities citizens hold in building a prosperous society.

### KEY ELEMENTS

- Government commitment to transparency and accountability
- Citizen engagement in planning and decision-making processes
- Mutual responsibility for environmental stewardship
- Shared investment in education and skills development
- Collaborative approach to community development

### EXPECTED OUTCOMES

- Increased public trust in government institutions
- Higher levels of civic participation
- Stronger community ownership of development projects



# PILLAR THREE: THE STRATEGIC POLICY AGENDA



## OVERVIEW

The Strategic Policy Agenda outlines the strategic policy directions that will guide Tobago's development across all sectors. It establishes 5 Strategic Policy Focus Areas that organise the government's priorities and resource allocation.

## KEY ELEMENTS

- Five Strategic Policy Focus Areas covering all aspects of development
- Evidence-based policy formulation using data and research
- Regular policy review and adaptation based on outcomes
- Cross-sectoral co-ordination to avoid fragmentation
- Alignment with national and international development frameworks

## EXPECTED OUTCOMES

- Coherent policy framework across all THA divisions
- Clear priorities for resource allocation
- Measurable policy objectives with accountability mechanisms

# PILLAR FOUR: THE GRAND VISION & DEVELOPMENT AGENDA PRIORITIES

## OVERVIEW

This pillar defines Tobago's grand vision and breaks it down into 21 Development Agenda Priorities (DAPs). Each DAP has specific targets, indicators, and timelines that allow for tracking and accountability.

## EXPECTED OUTCOMES

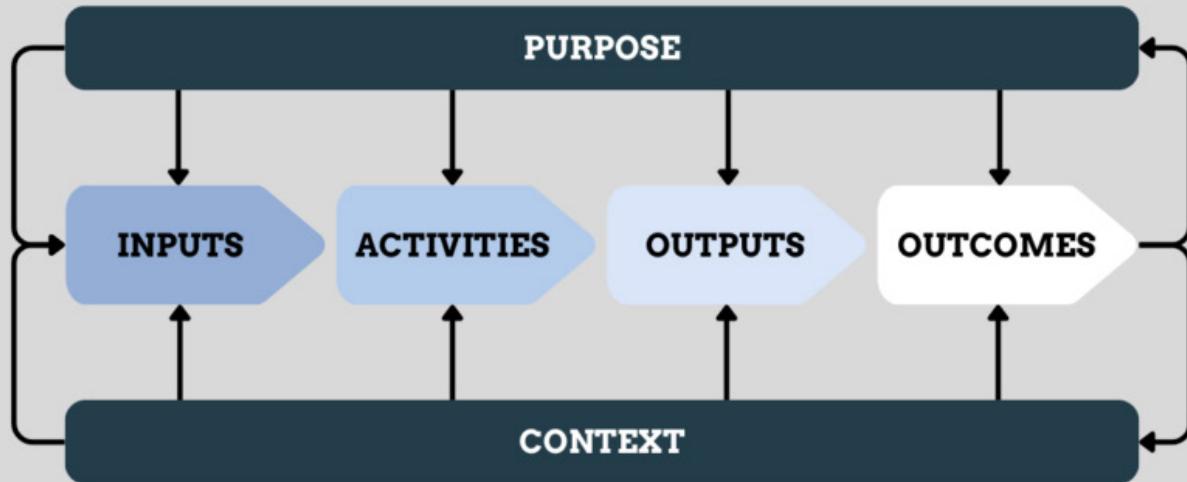
- Clear roadmap for development over 20 years
- Specific, measurable targets for each priority area
- Transparent tracking of development progress

## KEY ELEMENTS

- 21 Development Agenda Priorities (DAPs A through U)
- 22 Primary Performance Benchmarks and Indicators
- 143 specific targets and indicators of progress
- Weighted priorities based on strategic importance
- Regional development goals for each area of Tobago



# PILLAR FIVE: THE IMPLEMENTATION LOGIC



## OVERVIEW

The implementation logic provides a systematic approach for turning plans into reality. It outlines a 4-stage, 10-step process that covers governance, planning, execution, and continuous improvement.

## KEY ELEMENTS

- Stage 1: Pre-Planning (Governance & Development Regions)
- Stage 2: Core Planning (Priorities & Regional Goals)
- Stage 3: Programme Planning & Implementation
- Stage 4: Monitoring, Evaluation, Innovation & Revision
- 10 detailed implementation steps with clear responsibilities

## EXPECTED OUTCOMES

- Co-ordinated execution across all THA divisions
- Regular monitoring and course correction
- Continuous improvement through learning and adaptation

This policy mandate document identifies the policy focus areas in pillar four. It (1) identifies the strategic focus in each policy focus, (2) the mandates for each policy focus area, and (3) the programmes and projects the government of Tobago pursues to make Tobago the **GREATEST LITTLE ISLAND ON THE PLANET**.



# POLICY FOCUS CONSTITUTIONAL AUTONOMY

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# Policy Focus: Constitutional Autonomy

Effective and responsible governance relies on institutional structures, as well as decision-making processes, that independently address public problems at the government level where issues arise. For more than 60 years, this fundamental premise has been the fundamental position of Tobago's governments, including the current TPP administration of the THA.

It is only through "constitutional autonomy" that Tobago will realise its full economic potential, through which Tobagonians can aspire to make Tobago the "[Greatest Little Island on the Planet](#)".

Constitutional autonomy is essential for numerous reasons, namely, to facilitate self-governance, safeguard cultural identity, promote economic development, enhance political stability, strengthen accountability, and address historical inequalities. Ultimately, constitutional autonomy reflects Tobagonians' aspiration for greater control over their own affairs.

## Primary Performance Targets

- A. Achieve constitutional self-government and establish a new and fully functional THA between 2026 and 2027.
- B. A Tobago Self-Government Constitutional Amendment Act is proclaimed by the President of the Republic of Trinidad and Tobago before December 2026.
- C. A new Tobago Island Government Act is passed by the Tobago Legislature and proclaimed by the President of the Republic of Trinidad and Tobago by 2027.

**1**

### FOCUS AREA Tobago Legislative Assembly

The Tobago Legislature will possess full legislative authority over all Tobago-related affairs, including education, health, infrastructure development, public safety and security, and economic development, agriculture and marine affairs. This will ensure that policies and legislation for Tobago reflect the unique needs and aspirations of Tobago's society.

The Tobago Legislature will [share legislative authority](#) with the national parliament on concurrent matters. Concurrent matters are those that require consideration of the impacts of national government policy on Tobago's society and economy, e.g., immigration, international relations and [national security](#).

## KEY FOCUS AREA ACTIONS

### A TPP Government will:

1. Consolidate the relevant sections of the last three Tobago Constitutional Amendment Bills to provide a coherent and inclusive position on the constitutional authority and associated architecture of a new Tobago Island Government.
2. Establish the Division of Legal Affairs to guide the process of transitioning from the current THA to a new island government structure in line with the wishes and aspirations of Tobagonians.
3. Establish the Tobago Constitutional Transition Committee (TCTC) to bring various rights holders and interest holders together to guide the process of transition from the current THA to the new Tobago Island Government structure.
4. Establish the Division of Governmental Affairs to build out the institutional arrangements necessary to administer the affairs of Tobago's new island government.
5. Establish the Department of Intergovernmental Affairs to deal with matters that require collaboration and concurrence between the government of the Republic of Trinidad and Tobago (GoRTT) and the THA.

**2**

## FOCUS AREA Fiscal Autonomy and Revenue Generation

Tobago shall have fiscal autonomy to generate and manage its own revenue streams. This includes the ability to **levy taxes, manage natural resources**, and **receive a fair share of national revenues** to support sustainable development and socio-economic growth.

Tobago will enter into a **fair revenue-sharing agreement** to ensure that all income generated from within its prescribed **Exclusive Economy Zone** is included in the calculation of the determination of Tobago's share of the national income of Trinidad and Tobago.

## KEY FOCUS AREA ACTIONS

### A TPP Government will:

1. Develop an Equalisation Payment Policy, including a Fair Share Formula to determine Tobago's rightful share of the national income of the state of Trinidad and Tobago.
2. Develop a Petroleum Resources Accord (PRA) to retain 50% of the revenue from the sale of oil and gas extracted from within a prescribed Tobago Exclusive Economic Zone (EEZ).

## NOTE

To avoid legislative conflict, all resources within Tobago's prescribed EEZ will be treated as though they existed on the land mass of Tobago.

**3****FOCUS AREA**  
**Participatory Governance**

Mechanisms for public consultation and participatory governance shall be established to ensure that Tobagonians have a direct voice in decision-making processes. This includes regular village hall meetings and the implementation of referenda on major policy decisions.

**KEY FOCUS AREA ACTIONS****A TPP Government will:**

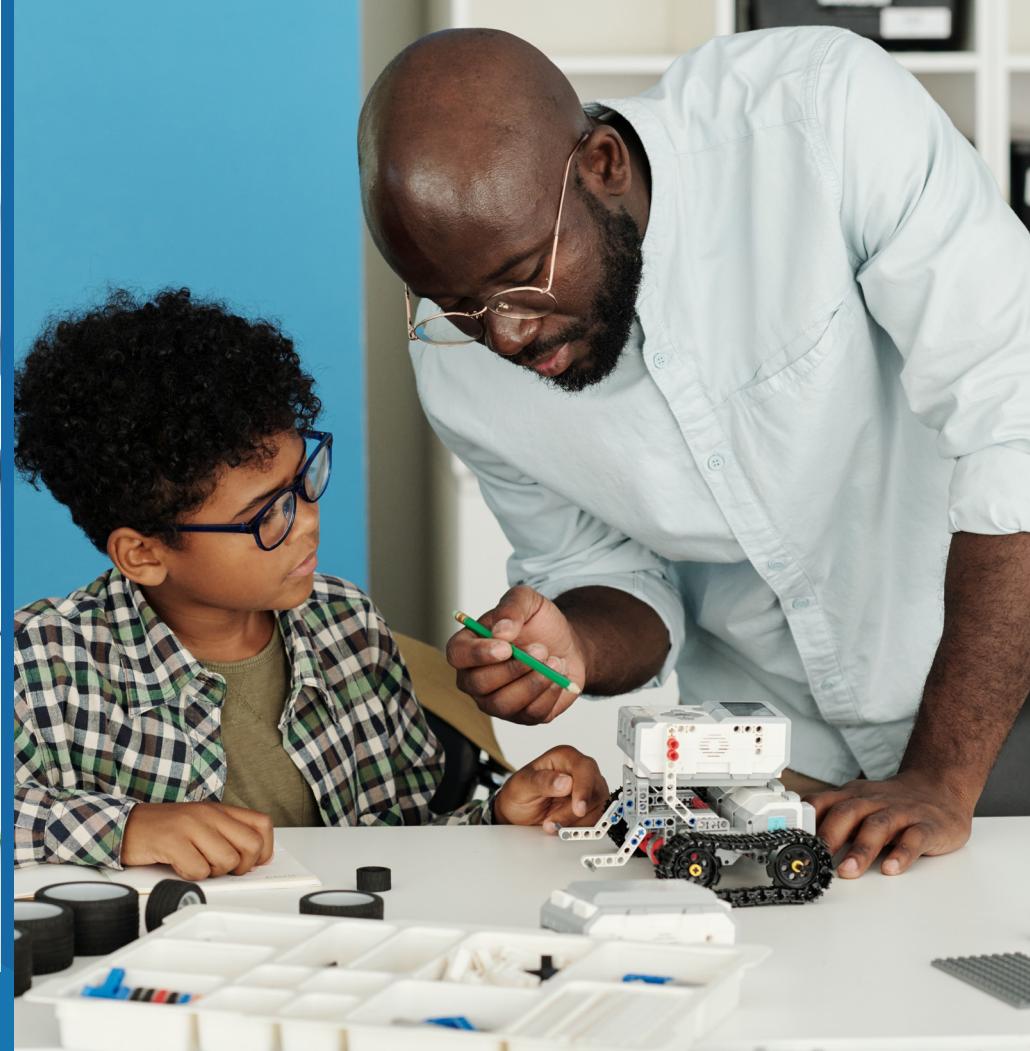
- 1.** Ensure that diverse groups within society are involved in decision-making processes related to policy formulation and implementation, by utilising collaborative institutional and governance arrangements, such as Citizenship Councils and Co-administration Agreements.
- 2.** Ensure public engagement involves surveys, roundtable discussions, and working group discussions. The proceedings of these discussions will be documented and published as What-We-Heard Engagement Reports.
- 3.** Ensure that the information in What-We-Heard reports is used in developing and implementing policies, plans, programmes, and projects.

**4****FOCUS AREA**  
**Security and Law Enforcement**

Tobago shall have the authority to establish its own security and law enforcement agencies, tailored to address local security concerns and maintain public order effectively.

**KEY FOCUS AREA ACTIONS****A TPP Government will:**

- 1.** Establish the Division of Public Safety and Security as the administrative vehicle for safety and security in Tobago.
- 2.** Establish the THA Estate Police Service as a support security agency to the Trinidad and Tobago Police Service.
- 3.** Establish the Tobago Safety and Security Council, chaired by the Chief Secretary
- 4.** Continue to provide logistical support to national security agencies operating in Tobago.



# POLICY FOCUS EDUCATION AND INNOVATION

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# Policy Focus: Education and Innovation

Tobago's development is linked to an educated and innovative population. Education extends beyond formal schooling, encompassing all rational and informed learning systems, including learning in traditional environments such as home and community spaces, where knowledge is shared through play and storytelling. Recognising both formal and informal learning emphasises the diverse pedagogical approaches vital to developing a highly skilled workforce.

Innovation is based on the notion that ideas drive societal change when continuously challenged and refined. Hence, new ideas will be key to Tobago's transformation, fostering solutions across sectors such as education, sustainability, health, and agriculture.

## Primary Performance Targets

- A. Increase Tobago's workforce aged 20 to 60 with post-secondary training to at least 40% by 2035 and at least 60% by 2045.
- B. Achieve at least 50% matriculation into post-secondary education by 2035 and at least 70% by 2045
- C. Achieve at least 40% post-secondary graduation by 2035 and at least 60% by 2045.

**1**

### FOCUS AREA Curriculum Modernisation and Diversification

The school curriculum at all levels of education will reflect current **global trends** and **local needs**, ensuring that it is relevant and comprehensive. The curriculum will focus on promoting critical thinking, creativity, and problem-solving skills. Vocational training will be mainstreamed at all levels of the education system to cater to diverse student interests and career paths.

## KEY FOCUS AREA ACTIONS

### A TPP Government will:

1. Implement the Tobago-centric curriculum programme to integrate authentic Tobago content, attitudes, and values into teaching and learning across all levels of the education system.
  2. Implement a dual-track programme that allows students to move across academic and technical streams beginning at age 13 years.
  3. Continue Project IMPACT to provide remedial support for students who fail to achieve minimum performance standards.
  4. Establish a technical vocational stream from nursery to tertiary.
  5. Establish a technology education curriculum.
  6. Partner with Metal Industries Company Limited (MIC) to provide certification for tradespeople using a train-the-trainer certification model.
  7. Partner with MIC to offer aviation diplomas in Aircraft Maintenance and Avionics Maintenance.
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2

## FOCUS AREA Classroom Technology

Investments in digital infrastructure and resources to facilitate the integration of technology in teaching and learning processes. This includes providing schools with adequate hardware, software, and internet connectivity, as well as training teachers to effectively use these tools to enhance student engagement and learning outcomes.

## KEY FOCUS AREA ACTIONS

### A TPP Government will:

1. Integrate **laptop** and other hardware and **software** into regular teaching and learning.
2. Integrate **AI software** into the process of teaching and learning.

**3****FOCUS AREA****Teacher Training and Professional Development**

Continuous investment in professional development to ensure educators are equipped with the latest teaching methodologies and subject-matter knowledge. This will include workshops, seminars, and access to online courses that foster a culture of lifelong learning among teachers.

**KEY FOCUS AREA ACTIONS****A TPP Government will:**

- 1.** Train educators to integrate technology into summative and formative assessment of students at the preschool, primary and secondary levels.
  - 2.** Continue to train educators in diagnostic testing.
  - 3.** Improve classroom support using teaching assistants.
  - 4.** Provide regular professional development training opportunities for educators.
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**4****FOCUS AREA****Strengthen Early Childhood Education**

Prioritise early childhood education by increasing access to quality pre-school programs. Develop standardised guidelines and provide resources to ensure that early childhood educators are well-trained and that learning environments are conducive to the developmental needs of young children.

**KEY FOCUS AREA ACTIONS****A TPP Government will:**

- 1.** Upgrade the standards for preschool teachers, principals, and administrators to ensure that all teachers are certified to teach Mathematics and English Language.
- 2.** Standardise the qualifications for early childhood teachers to include a certificate in Early Childhood Education and five O-levels, two of which must be CSEC Mathematics and English Language.
- 3.** Register all private sector Early Childhood Education Centres to meet minimum operational and teaching standards.

## 5 FOCUS AREA

### Promote Inclusive Education

Support inclusive education to ensure that students with disabilities and special needs have equal access to educational opportunities. This includes training teachers in special education, adapting learning materials, and improving school facilities to accommodate all students.

#### KEY FOCUS AREA ACTIONS

A TPP Government will:

1. Launch a pilot programme in inclusive education to include students with special needs in the regular classrooms with the necessary teacher support. Twelve primary schools and two secondary schools, including Speyside High School and Harmon's SDA have been earmarked to participate in this pilot.
  2. Convert all official government documents to Braille to ensure access to children and adult students who are visually impaired.
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## 6 FOCUS AREA

### Enhance Parental and Community Involvement

Foster partnerships between schools, parents, and the community to create a supportive educational environment. Encourage parental involvement in school activities and decision-making processes, and engage community stakeholders in initiatives that support educational development.

#### KEY FOCUS AREA ACTIONS

A TPP Government will:

1. Develop an online parent portal for the Tobago school district that will give parents real-time access to academic progress, attendance, and announcements. The portal will feature a user-friendly interface, communication tools for parent-teacher interaction, and security measures to safeguard data. Collaboration with IT specialists, educators, and parents will ensure the portal meets community needs.
2. Continue the Community Impact Programme to prepare parents who may face literacy and numeracy challenges to support their children at home.

**7****FOCUS AREA**  
**Resilient Assessment and Evaluation Systems**

Establish comprehensive assessment and evaluation systems to monitor student progress and educational outcomes. Use data-driven approaches to identify areas for improvement and to inform policy decisions, ensuring that educational strategies are effective and aligned with Tobago's development priorities, but also national and international performance benchmarks, e.g., the [Programme for International Student Assessment \(PISA\)](#).

**KEY FOCUS AREA ACTIONS**

A TPP Government will:

- 1.** Introduce as a core component of the education system, E-testing and evaluation in line with the mandate of the Caribbean Examination Council (CXC).
  - 2.** Standardise and integrate the curriculum from early childhood to primary. Commence the Scarborough Secondary School construction, including three early childhood centres, a primary school and an administration centre for the Division of Education, Research and Technology.
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**8****FOCUS AREA**  
**Increase Investment in Educational Infrastructure**

Allocate sufficient funding to build new education infrastructure and to improve and maintain existing educational infrastructure, including school buildings, libraries, and laboratories.

Ensure that all educational facilities are safe, accessible, and equipped with the necessary resources to support effective teaching and learning of all students.

**KEY FOCUS AREA ACTIONS**

A TPP Government will:

- 1.** Implement the [School Infrastructure Improvement Programme](#) to upgrade classrooms, libraries, and sports facilities, focusing on integrating technology, providing accessibility, and ensuring safety.
- 2.** Commence the Scarborough Secondary School construction, including three early childhood centres, a primary school and an administration centre for the Division of Education, Research and Technology.
- 3.** Construct an Early Childhood Education Centre at Courland.

4. Construct a campus for children with severe disabilities at Signal Hill.
  5. Conduct a feasibility study on the establishment of the **University of Tobago**, with specific focus on coastal management, Education, Medical Sciences, Tourism and Hospitality and Architecture and Urban Planning.
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# POLICY FOCUS SUSTAINABLE POPULATION GROWTH



# Policy Focus: Sustainable Population Growth

Sustainable population growth is essential for economic progress. While a larger population can increase output by adding more workers and consumers, it can also put pressure on resources and infrastructure, potentially impeding development. Fundamentally, Tobago's population growth rate will rely on maintaining a **Total Fertility Rate (TFR)** of at least **2.1**, but Trinidad and Tobago currently has a rate of 1.6.

Implementing policies to boost fertility will help achieve a healthy replacement fertility rate. Policies that promote replacement fertility will support a young, skilled population, fueling economic growth. To reduce emigration, the TPP government will introduce measures to discourage the departure of Tobago's existing and potential workforce.

## Primary Performance Targets

- A. Increase the total population of Tobago to 80,000 by 2045.
  - B. Increase the permanent population by at least 5% by 2035 and at least 10% by 2045.
  - C. Increase the average annual transient population by at least 25% by 2035 and at least 50% by 2045.
- 

**1**

### FOCUS AREA Family Support and Birth Rate Incentives

Introduce policies that support families and encourage higher birth rates. This can include providing parental leave benefits, childcare support, and financial incentives for families with multiple children, to increase the natural population growth rate.

## KEY FOCUS AREA ACTIONS

A TPP Government will:

1. Expand the **Baby Box Programme** to provide support for up to **six months**.
2. Introduce a **Universal Child Benefit Programme** for all children born in Tobago. The programme will provide **\$500/month** in cash support for a child born in Tobago until the child reaches the **age of 5**.
3. Introduce the Nursery Care Programme for children from birth to preschool. The Tobago nursery care programme offers a nurturing, age-appropriate environment for children 0-3, focusing on early development through play-based activities. The programme will help children to develop cognitive, social, and motor skills with personalised caregiver attention. The facilities will have suitable toys and learning tools. Parents will participate in updates and development workshops, fostering a collaborative community.
4. Establish **Community Nursery Care Centres** across Tobago.
5. Establish **Workplace Nursery Care Centres** in selected government buildings.

2

## FOCUS AREA Enhancement of Educational and Career Opportunities

Develop and expand educational institutions to attract both local and international students. This includes offering scholarships and forming partnerships with global universities to enhance Tobago's academic reputation, thereby increasing the student population and contributing to transient population growth and associated longer-term residency.

## KEY FOCUS AREA ACTIONS

A TPP Government will:

1. Establish the "**University of Tobago**" to retain Tobago students pursuing tertiary level studies and to attract regional and international students to boost the transient population.
2. Establish the **Work for Tobago Programme** to retain valuable human resources and specialist skills needed to drive Tobago's economic growth and development.



# POLICY FOCUS ECONOMIC GROWTH



# Policy Focus: Economic Growth

Developing sustainable economic growth pathways is essential for Tobago's advancement and shared prosperity. These growth trajectories must be carefully designed, considering the island's historical economic influences, current market needs, and core values that sustain Tobago's society and economy.

A Capital Development Growth policy will drive economic growth focused on expanding the market value of tourism, agriculture, housing, infrastructure, micro, small, medium and large enterprises.

This policy will be based on eight key capital investment categories: social, financial, cultural, human/institutional, physical, agricultural, environmental, and technological/innovation. Aligning development with these categories ensures investments lead to sustainable GDP growth.

## Primary Performance Targets

- A. Increase Tobago's Gross Domestic Product (GDP) per capita to at least US\$10,000 by 2035 and at least US\$20,000 by 2045.
- B. Beginning in fiscal 2027, increase the total annual capital development expenditure to the equivalent of at least 1.5 times GDP, at least 2 times GDP by 2030 and at least 2.5 times GDP by 2035.

**1**

### FOCUS AREA Foster Public-Private Partnerships

Encourage collaboration between the government and private sector to leverage resources and expertise, driving economic development initiatives.

## KEY FOCUS AREA ACTIONS

### A TPP Government will:

1. Use the Tobago Development Fund (TDF) to mobilise international funding via grants and other forms of investment financing for critical capital investments in targeted growth sectors that drive GDP growth. This programme will leverage public-private partnerships (PPPs), development financing, bonds, and other non-traditional funding mechanisms to finance priority infrastructure, technology, and economic diversification projects.
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## 2 FOCUS AREA Support Local Entrepreneurship

Establish business incubators to nurture local entrepreneurs, providing them with access to funding, mentorship, and training to stimulate business innovation and job creation.

## KEY FOCUS AREA ACTIONS

### A TPP Government will:

1. Continue the Capital Investment Programme (CIP) to drive Tobago's economic growth by improving access to capital for businesses.
2. Continue the Loan Guarantee Programme (LGP), in partnership with First Citizens Bank Limited, to facilitate credit access by providing financial guarantees to lending institutions, reducing risk, and enabling business expansion.
3. Continue the Enterprise Development Programme to drive business growth, strengthen entrepreneurship, and enhance economic resilience in Tobago.
4. Implement the Seed Capital Programme, using a mix of public equity from THA/national government, concessional grants from development partners, and private anchor investors.
5. Implement the Co-financing Programme to leverage financing via debt, guarantees, and co-financing investment instruments.

**3****FOCUS AREA**  
**Diversify the Economy**

Encourage economic diversification by promoting and supporting investment in sectors such as agriculture, technology, and renewable energy.

**KEY FOCUS AREA ACTIONS****A TPP Government will:**

1. Implement the Economic Diversification Programme to reduce dependence on traditional sectors by fostering growth in niche tourism, agriculture, and technology. The programme seeks to improve local skills, attract investment, and promote sustainable development. By leveraging Tobago's cultural and natural assets, the programme aims to create jobs, boost resilience, and ensure long-term prosperity for residents.

**4****FOCUS AREA**  
**Enhance Export Capabilities**

Develop policies to help local businesses access international markets, including export incentives and trade agreements, to increase Tobago's global economic footprint.

**KEY FOCUS AREA ACTIONS****A TPP Government will:**

1. Implement the "Tobago Export Enhancement Programme" to strengthen the export capabilities of local businesses through extensive support and resources. The programme will include training workshops on international trade rules, market analysis, and export logistics. The programme also creates networking opportunities with international partners and offers financial/technical support to grow their operations. By providing Tobago businesses with essential tools and knowledge, it aims to broaden their entry into global markets, helping to grow the local economy and promote sustainable growth through enhanced foreign exchange earnings.



# POLICY FOCUS SUSTAINABLE TOURISM

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# Policy Focus: Sustainable Tourism

Sustainable tourism in Tobago focuses on boosting local economies within regional and village communities to ensure their prosperity. These economies are defined by their geographic scope, services, experiences, natural and built heritage, cultural roots, and traditions. Enhancing sustainable tourism helps villages and regions develop economies aligned with their demographics, culture, and environmental assets.

Packaging and highlighting these demographic assets will help to create community tourism that supports growth, environmental care, and cultural preservation, while offering high-quality, unique experiences for visitors. This sustainable approach will attract eco-conscious and culturally aware travellers and ensure long-term economic stability for residents.

## Primary Performance Targets

- A. Increase in the contribution of sustainable regional and community tourism to at least 6% of GDP by 2035 and at least 8% by 2045.
- B. Increase the number of long-stay visitors by at least 25 % by 2030 and at least 50 % by 2035.
- C. Increase the number of short-stay visitors by at least 30% by 2030 and at least 60% by 2035.
- D. Attract private sector investment to establish approximately 500 five-star rooms by 2035 and approximately 1000 five-star rooms by 2045.
- E. Attract private sector investment to establish approximately 1000 four-star rooms by 2035 and approximately 1500 four-star rooms by 2045.
- F. Increase the contribution of small and medium enterprises to at least 30% of GDP by 2035 and at least 40% by 2045.

**1**

### FOCUS AREA Enhance Tourism Amenities

Prioritise the development and maintenance of key tourism facilities and attractions to ensure a quality experience and seamless connectivity and accessibility for tourists. This includes upgrading existing facilities and investing in new facilities.

## KEY FOCUS AREA ACTIONS

A TPP Government will:

1. Implement the **Tourism Amenities Enhancement Programme (TAEP)** to improve visitor experiences by upgrading facilities like rest areas, signage, and accessibility in key destinations. The programme will engage communities to promote sustainable tourism and boost local economies. Improved amenities will serve to attract more visitors, encourage longer stays, and foster appreciation of the region's culture and nature.
  2. Develop the **Store Beach Facility** with modern state-of-the-art facilities for locals and foreign visitors.
  3. Upgrade the **Buccoo Beach Facility** to accommodate modern vendor booths and **berthing facilities** for reef tour boats.
  4. Upgrade the **Delaford Beach Facility**.
  5. Construct the **Louis D'or Beach Facility**.
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2

## FOCUS AREA Diversify Tourism Offerings

Develop a diverse range of tourism products and experiences that cater to different interests, such as cultural heritage tours, adventure tourism, and wellness retreats. This diversification will attract a broader audience and enhance the overall appeal of Tobago as a tourist destination.

## KEY FOCUS AREA ACTIONS

A TPP Government will:

1. Implement the "**Tobago Tourism Diversity Initiative**" to expand Tobago's tourism by promoting eco-tourism, cultural experiences, and adventure travel. The programme will foster sustainable practices, involve local communities, and showcase Tobago's biodiversity and cultural history. New attractions such as nature trails, festivals, and water sports will draw a diverse range of visitors. Partnerships with local businesses and international agencies will help diversify and boost Tobago's economy, while protecting its natural and cultural assets.

**3**

## FOCUS AREA Strengthen Marketing and Branding Efforts

Launch comprehensive marketing campaigns to promote Tobago's unique attractions and experiences. Utilise digital platforms and social media to reach a global audience and collaborate with international travel agencies to increase visibility and attract more visitors.

### KEY FOCUS AREA ACTIONS

A TPP Government will:

1. Implement the [Tobago Tourism Branding and Marketing Programme \(TTBMP\)](#) to boost the island's global appeal by showcasing its unique culture, beaches, and biodiversity. The programme will create a cohesive brand that attracts international travellers and promotes sustainable tourism through partnerships, digital campaigns, and immersive experiences. The goal is to increase visitor engagement, support the local economy, and position Tobago as a top Caribbean destination by highlighting its charm and hospitality.
2. Enhance the [Tobago Road Show](#).
3. Expand [international destination marketing](#).
4. Establish [Tours Tobago](#) as a one-stop online hub for bookings related to visitor tours at sites throughout Tobago.

**4**

## FOCUS AREA Support Cultural and Community-Based Tourism

Promote cultural tourism by highlighting Tobago's rich heritage and traditions. Encourage community-based tourism initiatives that involve residents in tourism activities, ensuring that the economic benefits of tourism are distributed equitably.

### KEY FOCUS AREA ACTIONS

A TPP Government will:

1. Implement the Community-Based Tourism Programme (CBTP) to empower locals involved in sustainable tourism, offering visitors authentic experiences such as nature tours, cultural workshops, and homestays. The programme supports economic growth, conservation, and heritage preservation, ensuring that tourism benefits the community while providing immersive travel experiences for visitors.
2. Develop the sustainable community tourism working group with the mandate to establish plans, programmes and best practices for sustainable community tourism.



# POLICY FOCUS CULTURE AND CREATIVITY

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# Policy Focus: Culture and Creativity

Tobago has a deep-rooted tradition of preserving its cultural heritage for future generations. Much of this heritage is expressed through family celebrations, community events, and broader national festivals. Over the past four to five decades, deliberate efforts have been made to commercialise Tobago's cultural expressions, including music, literature, poetry, film, fashion, media, performances, landscapes, visual arts, culinary festivals, and street theatre.

This has led to the development of a natural creative economy that plays a significant role in Tobago's economic growth. Much of this economy is incentivised by the THA. However, programmes related to culture and creativity must underscore the importance of monetising Tobago's unique cultural assets within an open, competitive, creative market. These programmes will focus on producing cultural resources through creative, productive, and distribution cycles, while also ensuring the protection of intellectual property.

## Primary Performance Targets

- A. Increase the contribution of culture and the creative industry to at least 3% of GDP by 2035 and at least 5% by 2045.

**1**

### FOCUS AREA Enhancement of Cultural Heritage Sites

Prioritise the preservation and enhancement of Tobago's cultural heritage sites. Allocate resources to restore and maintain historical landmarks to boost cultural tourism and community pride.

## KEY FOCUS AREA ACTIONS

A TPP Government will:

1. Implement the **Built Heritage Conservation Programme (BHP)** to preserve the island's historic architecture and landmarks. The programme will focus on safeguarding significant structures, promoting sustainable tourism, increasing community engagement and preserving Tobago's built and architectural heritage.
  2. Restore and preserve 100 % the islands' forts and other historical sites by 2030.
- 

2

## FOCUS AREA Support for Local Artists and Creatives

Establish funding programmes and grants specifically for local artists, musicians, and creatives. Encourage the production of local art and cultural products by providing financial support and resources.

## KEY FOCUS AREA ACTIONS

A TPP Government will:

1. Implement an **Artiste in Training Programme (ATP)** to nurture emerging talents in the arts. Participants will engage in workshops, mentorship sessions, and collaborative projects across disciplines such as **music**, **dance**, and **visual arts**. The programme aims to enhance creative skills, foster artistic expression, and provide networking opportunities with industry professionals. Open to aspiring artists of all levels, this initiative seeks to cultivate a vibrant artistic community in Tobago, encouraging cultural growth and innovation.
- 

3

## FOCUS AREA Development of Creative Hubs

Create dedicated spaces for artists and creatives to collaborate, innovate, and showcase their work. These hubs will be equipped with the necessary infrastructure and technology to support various forms of creative expression.

## KEY FOCUS AREA ACTIONS

A TPP government will establish creative hubs at:

1. Charlotteville
2. Moriah
3. Roxborough
4. Scarborough
5. Bethel

4

## FOCUS AREA Promotion of Cultural Festivals and Events

Organise and promote cultural festivals and events that highlight Tobago's unique cultural identity. These events will attract both local and international audiences, thereby boosting tourism and the local economy.

## KEY FOCUS AREA ACTIONS

A TPP government will:

1. Implement the **Cultural Festivals Programme (CFP)** to monetise Tobago's festivals, thereby boosting tourism and local engagement. The programme will introduce ticketed events, exclusive experiences, and partnerships with local businesses for festival packages. The programme seeks to attract global audiences through digital marketing and international collaborations. The programme will increase tourism revenue through taxes, business growth, and sponsorships, fostering a vibrant, economically beneficial cultural landscape in Tobago.
2. Expand the **Tobago Carnival**.
3. Expand the **Tobago Heritage Festival**.
4. Expand the **Tobago Rhythm and Soul Festival**.
5. Expand the **Blue Food Festival**.



# POLICY FOCUS SPORTS AND OUTDOOR RECREATION

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# Policy Focus: Sports and Outdoor Recreation

Monetising sports and outdoor recreation recognise the past achievements of Tobago's athletes at both regional and international levels. Monetisation also leverages the potential of current and future talents to build on those successes. The potential for monetisation points to opportunities to upgrade Tobago's sports infrastructure, including both outdoor and indoor recreational, active and passive spaces.

Investing in these facilities will create the high-quality amenities vital for establishing a sports excellence centre and for developing a pathway that supports the preparation of Tobago's athletes from amateur to professional levels. By focusing on monetising sports and outdoor recreation, Tobago can enhance its attractiveness as a dynamic destination for sports and outdoor enthusiasts.

## Primary Performance Targets

- A. Increase the contribution of competitive sports to at least 2% of GDP by 2035 and at least 5% by 2045.
- B. By 2026, establish the policy framework for monetising major sports, including cricket, football, volleyball, netball and other sports by 2026.
- C. By 2026, establish within the Division of Community Development, Youth Development, and Sport the Sports Development and Marketing Unit, with responsibility for monetising sports.

**1**

### FOCUS AREA Enhance Infrastructure Development

Prioritise the development and maintenance of sports facilities and outdoor recreational areas to ensure they meet international standards. This includes upgrading existing facilities and constructing new ones to accommodate a variety of sports and recreational activities.

## KEY FOCUS AREA ACTIONS

A TPP Government will:

1. Upgrade the Cyd Gray Sporting Complex to international standards.
  2. Complete the Indoor Sporting Complex at Bacolet by 2026 with upgrades to include two courts that will make it more commercially viable and self-sustaining.
  3. Upgrade seven community sporting grounds to first-class multipurpose sporting facilities at designated sites across Tobago to promote high-level competitions across villages. These facilities will include amenities such as clubhouses, cafeterias, and modern training gym facilities. The following areas have been identified for these upgraded facilities in 2026-2030: -
    - Plymouth, Canaan, Calder Hall, Goodwood, Moriah, Louis D'or and Charlotteville.
- 

2

## FOCUS AREA Promote Inclusive Participation

Implement programmes that encourage participation from all demographics, including women, youth, and individuals with disabilities. This will be achieved through community outreach initiatives and partnerships with local organisations.

## KEY FOCUS AREA ACTIONS

A TPP Government will:

1. Revive the **Tobago Games** as an annual event to showcase the talents of young and not-so-young Tobagonians.
  2. Support the **amalgamation** of sporting organisations into large umbrella bodies to streamline funding and other support.
- 

3

## FOCUS AREA Support Local Talent Development

Establish training programmes and workshops aimed at nurturing local talent in various sporting disciplines. Collaborate with schools and sports clubs to identify and support promising athletes from a young age.

## KEY FOCUS AREA ACTIONS

A TPP government will:

1. Establish the **Tobago Sports Scholarship Programme** to provide scholarships for elite athletes to pursue studies at local and foreign universities.
2. Establish the **Elite Sports Programme** to identify and develop athletes with potential to pursue sports as a career or vocation.
3. Establish the **Sport Development Fund** to provide support for the development of **top-tier community sporting organisations**, e.g., teams participating in national competitions.
4. Partner with the private sector to establish a Sports Internship Programme to harness and develop young Tobagonian talent in various sporting disciplines
5. Establish the **Tobago Semi-professional Cricket League**, utilising players from the Tobago Cricket Association's Competitions. The league will have a post-season draft to select players. Financial support for each player will range **TT\$10,000 to TT\$20,000**.
6. Establish the Tobago Semi-professional Football League, utilising players from the Tobago Football Association's competitions. The league will have a post-season draft to select players. Financial support for each player will range **TT\$10,000 to TT\$20,000**.

4

## FOCUS AREA Boost Tourism through Sports

Develop and market Tobago as a premier destination for sports tourism. Host regional and international sporting events to attract visitors and stimulate the local economy.

## KEY FOCUS AREA ACTIONS

A TPP government will:

1. Promote a sports tourism calendar with niche events to boost community tourism and provide opportunities for local entrepreneurs.
2. Develop the **Water Park at Friendship Estate** to boost year-round recreational tourism.
3. Expand **Døds Diving** and promote the event as a staple on Tobago's sports tourism calendar.
4. Establish the **drag** and **drift racing facility for motor sports** at **Friendship Estate** to host local and international events.

## 5 FOCUS AREA Strengthen Community Engagement

Foster a culture of sports and recreation by engaging local communities in planning and decision-making processes. Encourage volunteerism and community-led initiatives to enhance the sense of ownership and pride in local sports programmes.

### KEY FOCUS AREA ACTIONS

A TPP Government will:

- 1.** Implement the **Sport for Social Change Outreach** by establishing community learning and development hubs across Tobago that integrate sport-based outreach as a catalyst for social inclusion, **youth empowerment**, and improved access to literacy and numeracy support, especially in remote and underserved communities.
- 2.** Implement the **Sport Development Programme** to offer financial assistance and capacity-building to sporting organisations to enhance grassroots sport, athlete development, and community wellness.
- 3.** Establish **business training** to strengthen club capacity by delivering comprehensive governance, accountability, and revenue-generation training to ensure sustainable and effective sport organisation management.
- 4.** **Support capacity building** initiatives to enhance the quality and professionalism of sport delivery by strengthening the technical and administrative capacity of coaches, referees, and sport administrators through structured training and development programmes.



# POLICY FOCUS FOOD SECURITY AND SOVEREIGNTY



# Policy Focus: Food Security and Sovereignty

Tobago aims to become food secure and sovereign by developing resilient **food production systems**. Achieving **food sufficiency** involves expanding the island's agricultural sector to meet the nutritional needs of both residents and visitors. This will create surplus produce for local, regional, and international export markets.

**Food sovereignty** ensures that Tobago's farmers and fishers can maintain essential food production cycles independently, without relying on external inputs, thereby supporting the community's nutritional needs. Food sovereignty emphasises delivering high dietary quality and food safety through specific agricultural methods rooted in Tobago's indigenous practices.

## Primary Performance Targets

- A. Increase in the contribution of agriculture to at least 3% of GDP by 2030.
  - B. Increase production of selected "indigenous" crops and livestock to support the nutritional needs of at least 15% of the permanent and transient populations by 2030.
  - C. Increase the production of selected non-indigenous crops and livestock for export by at least 5% by 2030.
  - D. Increase the quantity of commercially harvested fish by at least 20% by 2030.
- 

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**1**

## FOCUS AREA Invest in Infrastructure Development

Allocate resources for the development of critical infrastructure such as roads, storage facilities, and irrigation systems. Improved infrastructure will facilitate better market access, reduce post-harvest losses, and enhance productivity.

## KEY FOCUS AREA ACTIONS

A TPP government will:

1. Implement the Mega Farm Programme to revolutionise local agriculture through large-scale, sustainable farming, using advanced technologies. Through partnership with farmers, the programme aims to boost crop, livestock yields and diversify agricultural production. The programme is intended to support sustainability in agricultural output.
2. Continue the Agricultural Access Road Programme to establish safe, reliable roads for farmers to undertake livestock and crop production.
3. Reconstruct the Parlatuvier Jetty.
4. Upgrade the Delaford Bay Fish Facility.
5. Upgrade the Louis D'or Agro Processing Facility.
6. Construct the Goldsborough Farmers Market.
7. Construct the Mason Hall Food Hub.
8. Construct new fishing facilities at Black Rock and Lambeau.
9. Construct a modern Veterinary Laboratory at Hope Farm.

2

## FOCUS AREA Enhance Agricultural Education and Training

Implement comprehensive educational programmes and vocational training to equip farmers and fishers with modern techniques and sustainable practices. This will include workshops, seminars, and partnerships with agricultural institutions to foster innovation and efficiency.

## KEY FOCUS AREA ACTIONS

A TPP government will:

1. Fully operationalise the Tobago Agricultural Research Institute (TARI).
2. Provide undergraduate and graduate level certification to farmers and agriculture professionals at the Tobago Campus of the University of Trinidad and Tobago, at the Faculty of Agriculture at Kendal, Tobago.

**3****FOCUS AREA**  
**Facilitate Access to Financial Resources**

Establish financial support systems via the Tobago Development Fund, including low-interest loans and grants, to help farmers and fishers acquire the necessary equipment and technology to expand operations and improve output quality.

**KEY FOCUS AREA ACTIONS**

A TPP Government will:

- 1.** Provide funding and grants to support research and development (R&D) activities in the agricultural economy, including financial support for innovative farming techniques, research into climate-resilient crops, and the development of sustainable agricultural practices.
  - 2.** Establish the **Young Farmers Agripreneurship Programme (YFAP)** to provide grant funding up to **TT\$100,000** to young farmers to establish or expand their farming operations.
- 

**4****FOCUS AREA**  
**Strengthen Market Access and Export Opportunities**

Develop strategic partnerships and trade agreements to open new markets for Tobago's agricultural and fishery products. Support local producers in meeting international standards to enhance competitiveness and export potential.

**KEY FOCUS AREA ACTIONS**

A TPP Government will:

- 1.** Support the development of local and regional markets, enabling farmers to sell their products directly to consumers.
- 2.** Establish agro-supply chains for primary and value-added products with key West Indian markets in cities such as **New York** and **Toronto**.

**5****FOCUS AREA**  
**Research and Development**

Invest in research initiatives to improve crop yields, pest control, and fish stock management. Collaboration with universities and research institutions will drive innovation and adaptation to climate change impacts.

**KEY FOCUS AREA ACTIONS**

**A TPP government will:**

- 1.** Re-establish **agro-processing co-operatives** at strategic locations throughout Tobago to promote research in value-added agriculture in areas such as wine making and pasteurisation of dairy products.
- 2.** Develop training modules at the new UTT Agricultural Campus at Kendal to educate farmers on modern agricultural techniques, sustainable practices, and the use of new technologies. This will include workshops, demonstration farms, and extension services.

**6****FOCUS AREA**  
**Support Community-Based Initiatives**

Encourage community-led programmes that promote local food systems and co-operative models. This will strengthen community resilience, create jobs, and ensure food security.

**KEY FOCUS AREA ACTIONS**

**A TPP government will:**

- 1.** Promote an augmented **home garden competition** as a viable option to achieve food sovereignty.
- 2.** Promote agriculture co-operatives to drive investment in staples such as cassava, dasheen, and small ruminant livestock.
- 3.** Establish local seed banks to preserve and promote the use of indigenous and traditional crop varieties. This ensures genetic diversity and resilience against pests and climate change.
- 4.** Promote and emphasise the right of Tobagonians to access healthy and culturally appropriate food produced through ecologically sound and sustainable methods and their right to define their own food and agroecological systems.



# POLICY FOCUS WELLNESS AND HEALTHCARE DELIVERY

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# Policy Focus: Wellness and Healthcare Delivery

A modern and efficient healthcare system guarantees that all citizens and residents of Tobago have access to high-quality care delivered with compassion and genuine concern for their well-being. The system utilises advanced management systems and technology to promote accessible, patient-centred, efficient care.

A modern and efficient healthcare delivery system improves resource utilisation, ensures regulatory compliance, and supports data-driven, diagnosis-focused decision-making. Equipped with these modern features, the healthcare system can adapt to the changing needs of Tobago's permanent and transient populations.

## Primary Performance Targets

- A. Increase the Healthy Life Expectancy (HALE) at birth in the Tobago population to 70 years for females and 68 years for males by 2045.
- B. Reduce wait times for accessing primary and secondary healthcare services by at least 50% by 2030.
- C. Reduce wait times for accessing tertiary healthcare services by at least 50% by 2030.
- D. Introduce Nurse Practitioners in primary, secondary and tertiary healthcare by 2030.
- E. Introduce a system of assigning family doctors to Tobago residents by 2030.

**1**

### FOCUS AREA Modernise and Optimise Healthcare Infrastructure

Strengthening the island's healthcare network by upgrading hospitals, modernising clinics, improving diagnostic capacity and enhancing the functionality of primary and community-based facilities.

## KEY FOCUS AREA ACTIONS

A TPP Government will:

1. Implement programmes that support prevention, chronic disease management, and rehabilitation.
  2. Improve maternal and child health, urgent care and integrated wellness services.
- 

2

## FOCUS AREA

### Strengthen and Develop a High-Performing Health Workforce

Expand training, mentorship, and continuous professional development to ensure that all healthcare workers operate at the highest standards of safety, compassion and technical excellence.

## KEY FOCUS AREA ACTIONS

A TPP Government will:

1. Invest in clinical training programmes, interdisciplinary teamwork, leadership development and customer care to build a workforce capable of delivering consistent, people-centred services.
  2. Promote a supportive work environment by prioritising staff wellbeing, resilience and growth opportunities.
- 

3

## FOCUS AREA

### Accelerate Digital Transformation and Integrate Telehealth Solutions

Expand the use of digital tools to improve co-ordination, efficiency and quality of care.

## KEY FOCUS AREA ACTIONS

A TPP Government will:

1. Establish digital patient records, online appointment systems, streamlined referral pathways, telemedicine services, remote monitoring for chronic illnesses and digital health education tools for patients.

2. Implement Computerised Provider Order Entry (CPOE) systems to standardise orders, reduce medication errors, and integrate with Electronic Health Records (EHRs) to support informed clinical decisions and enhance patient safety.
  3. Build out a secure, modern digital ecosystem to enhance continuity of care, reduce administrative delays and extend services to remote and underserved communities.
- 

## 4

### FOCUS AREA

#### Expand Public Health Education, Prevention, and Wellness Promotion

Expand training, mentorship, and continuous professional development to ensure that all healthcare workers operate at the highest standards of safety, compassion and technical excellence.

#### KEY FOCUS AREA ACTIONS

A TPP Government will:

1. Develop targeted programmes for chronic disease prevention, mental health awareness, nutrition, physical activity, maternal and adolescent health and healthy ageing.
  2. Establish behaviour-change communication pathways with culturally relevant messaging and broad community engagement to strengthen health literacy and empower residents to take greater control of their wellbeing.
- 

## 5

### FOCUS AREA

#### Improve Healthcare Financing and Strengthen Resource Allocation

Adopt sustainable financing and resource-management approaches that enable long-term system development.

## KEY FOCUS AREA ACTIONS

### A TPP Government will:

1. Optimize budgets to reduce inefficiencies.
  2. Explore innovative financing models, strengthen procurement systems and prioritise high-impact investments that improve outcomes and reduce avoidable future costs.
  3. Establish clear decision-making frameworks to ensure that healthcare spending is transparent, equitable and aligned to the most pressing needs.
- 

6

## FOCUS AREA

### Deepen Community Engagement and Shared Responsibility for Health

Promote meaningful community participation in health planning, service design, and wellness initiatives.

## KEY FOCUS AREA ACTIONS

### A TPP Government will:

1. Establish community health committees.
  2. Expand partnerships with faith-based groups, Non-Governmental Organisations (NGOs) and youth organisations and integrate community feedback into programme improvement.
  3. Engage communities to improve early detection of health challenges.
  4. Support behaviour changes that help create a culture of wellness that extends beyond clinical settings.
- 

7

## FOCUS AREA

### Strengthen Emergency Preparedness, Response Capacity, and Climate Resilience

Develop a comprehensive system for managing health emergencies, natural disasters, mass-casualty incidents, and climate-related threats.

## KEY FOCUS AREA ACTIONS

### A TPP Government will:

1. Conduct regular simulation exercises and co-ordinate emergency communication systems.
  2. Establish trained rapid response teams to secure stockpiles of essential supplies.
  3. Develop climate-resilient infrastructure and community preparedness to ensure the health system remains stable, responsive and capable of protecting lives during crises.
- 

8

## FOCUS AREA

### Enhance Research, Teaching, Innovation, and Continuous Learning

Cultivate a learning health system that prioritises evidence-based decision-making and continuous improvement. Encourage clinical research, data analysis, and innovation that advance patient care and operational efficiency.

## KEY FOCUS AREA ACTIONS

### A TPP Government will:

1. Expand teaching partnerships, clinical placements, and professional learning opportunities that equip staff with the skills needed for modern healthcare delivery.
  2. Promote a culture of inquiry and innovation to ensure Tobago remains adaptive, progressive and aligned with emerging health needs.
-



# POLICY FOCUS PUBLIC HEALTH



# Policy Focus: Public Health

The TPP aims to improve the health and well-being of Tobago residents through a broad public health plan. This strategy targets major health issues, encourages preventive care, and promotes fair access to healthcare. By engaging communities and utilising local resources, we seek to lessen health inequalities and enhance quality of life.

The primary goal is to build a sustainable health system that supports healthy living, reduces disease risks, and prepares Tobago for future health emergencies, ensuring a healthier Tobago for future generations.

## Primary Performance Targets

- A. Improve community health outcomes by reducing the prevalence of non-communicable diseases by 20% by 2030.

**1**

### FOCUS AREA

#### Establish a Public Health Observatory to Guide Evidence-Based Action

Develop a Public Health Observatory (PHO) to integrate and analyse data from the Office of the CMOH, the Public Health Inspectorate, and the Tobago Regional Health Authority (TRHA).

## KEY FOCUS AREA ACTIONS

A TPP Government will:

1. Empower the PHO to produce routine health profiles, early-warning alerts, risk assessments, and community-level reports.
  2. Ensure accurate, timely, population-level data to shape public health decisions, programme designs, and resource allocations.
- 

2

## FOCUS AREA

### Strengthen Disease Prevention, Surveillance, and Health Promotion Through the CMOH Office

Enhance the core public health functions of the CMOH office by expanding epidemiological surveillance, improving vaccination and screening uptake, and increasing community health education.

## KEY FOCUS AREA ACTIONS

A TPP Government will:

1. Provide continuous monitoring for communicable diseases, rapid-response capacity for outbreaks, and targeted campaigns to reduce non-communicable diseases.
  2. Implement stronger prevention and education programmes to help residents adopt healthier lifestyles and reduce the need for clinical interventions.
- 

3

## FOCUS AREA

### Improve Environmental Health and Safety Through a Modern Public Health Inspectorate

Strengthen the Public Health Inspectorate to ensure safer environments, including effective waste management, food safety, water quality monitoring, building sanitation, and vector control.

## KEY FOCUS AREA ACTIONS

### A TPP Government will:

1. Update inspection protocols, improve enforcement capacity, and public education on sanitation and environmental hazards.
2. Develop a strong Inspectorate that will protect communities from preventable illness.

---

4

## FOCUS AREA

### Integrate Public Health Functions Across Agencies for Holistic Community Well-Being

Build a co-ordinated approach by aligning the work of the **CMOH office**, the **Public Health Inspectorate**, the TRHA, and other government departments, such as education, environment, disaster management, and social protection.

## KEY FOCUS AREA ACTIONS

### A TPP Government will:

1. Ensure that public health challenges, whether rooted in behaviour, environment, or socio-economic conditions, are addressed collaboratively.
2. Establish Joint programmes, cross-agency data sharing, and co-ordinated community outreach to strengthen population health and create more resilient communities.

---

5

## FOCUS AREA

### Expand Public Health Preparedness, Workforce Capacity, and Community Resilience

Invest in developing a skilled public health workforce across both the **CMOH office** and the **Public Health Inspectorate**.

## KEY FOCUS AREA ACTIONS

A TPP Government will:

- 1.** Promote training in epidemiology, health intelligence, environmental health, inspections, emergency management, and risk communication.
  - 2.** Strengthen public health readiness to improve Tobago's ability to respond quickly to outbreaks, environmental hazards, and climate-related health risks, while empowering communities to participate in prevention and preparedness.
-



# POLICY FOCUS PROTECTING THE SOCIALLY VULNERABLE

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# Policy Focus: Protecting the Socially Vulnerable

Vulnerability depends on how well individuals or households can afford goods and services relative to Tobago's median income. This definition helps incorporate income into social vulnerability indices. Monitoring and evaluating social vulnerability are vital for social planning and ensuring that benevolence and prosperity are upheld as foundation development principles. Protecting Tobago's vulnerable requires inclusive governance with social protection, healthcare, education, community support, and economic opportunities. Addressing diverse needs ensures no one is marginalised and all can thrive within Tobago's society and economy.

## Primary Performance Targets

- A. Ensure 30% of vulnerable citizens and legal residents receive a minimum universal vulnerability income support by 2030, e.g., Universal Child Benefit (UCB), Universal Disability Benefit (UDB), and Universal Unemployment Benefit (UUB).
- 

**1**

### FOCUS AREA

#### Strengthen Access Through Digital and Community-Based Service Delivery

Modernise the delivery of social services by combining digital tools with community outreach.

This includes rolling out online applications, digital beneficiary records and Short Message Service (SMS) notifications, while maintaining accessible in-person support at strategic access points. These improvements

will reduce waiting times, increase transparency and ensure that rural and vulnerable populations receive timely assistance.

## KEY FOCUS AREA ACTIONS

### A TPP Government will:

1. Create a user-friendly THA **Social Assistance Application** where residents can check eligibility and apply for grants, upload required documents and track application status.
2. Launch a dedicated **Social Assistance Hotline** to provide residents with quick, reliable answers to their questions, guide them through application processes, offer real-time updates and connect vulnerable individuals to the appropriate social workers for timely support.

---

2

## FOCUS AREA Implement a Unified Social Support Framework

Develop a co-ordinated framework that brings together grants, welfare services, counselling, disability support, elderly services and emergency assistance under one integrated system.

## KEY FOCUS AREA ACTIONS

### A TPP Government will:

1. Reduce duplication, close service gaps and ensure that households receive lifespan-based support- from childhood to old age.
2. Establish an internal cross-functional team of social workers, therapeutic counsellors and other social support staff to review high-risk cases.

**3****FOCUS AREA****Promote Economic Inclusion Through Skills Building and Employment Support**

Move beyond short-term assistance by linking beneficiaries to skills training, employment pathways, entrepreneurship support and financial literacy programmes. Building on the past, social protection services will help individuals transition from reliance to resilience, increasing long-term household stability.

**KEY FOCUS AREA ACTIONS****A TPP Government will:**

- 1.** Establish a "Pathway to Self-Sufficiency Programme to move grant beneficiaries from assistance to stability.
  - 2.** Expand training opportunities for grant beneficiaries.
  - 3.** Partner with training agencies to provide opportunities for grant beneficiaries to learn skills that will improve their income-earning potential.
  - 4.** Establish an Employment Counselling Hub to support clients with résumé development, job search guidance, and assessments of employment readiness.
- 

**4****FOCUS AREA****Expand Support for Vulnerable and At-Risk Groups**

Design and implement targeted interventions for groups that experience higher levels of vulnerability, such as people with disabilities, the elderly, single-parent households, unemployed youth, and informal workers. Programmes will include tailored grants, psychosocial support, home visits and partnerships with NGOs and faith-based organisations to reach those most in need.

**KEY FOCUS AREA ACTIONS****A TPP Government will:**

- 1.** Create specialised support pathways for vulnerable subsets of the population.

**5****FOCUS AREA****Strengthen Governance, Transparency, and Data-Driven Decision Making**

Improve the management of social protection by investing in monitoring systems, regular reporting, and evidence-based planning.

**KEY FOCUS AREA ACTIONS**

A TPP government will:

- 1.** Introduce tools for tracking outcomes, mapping community needs, and forecasting service demand.
  - 2.** Strengthen case management, ensure compliance with procurement and financial rules and enhance public communication through the Division's platforms to build trust and demonstrate accountability.
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# POLICY FOCUS SUSTAINABLE AND LIVABLE COMMUNITIES

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# Policy Focus: Sustainable and Livable Communities

Tobago's societal and economic development planning will be defined by the boundaries of urban, suburban, and village communities. These spatial zones will form the basis for managed social, cultural, and economic growth. Key factors shaping socio-spatial development include demographic trends, resource availability, and development goals across different timeframes. This spatial definition ensures sustainable resource management, benefiting all residents across Tobago's three planning regions.

## Primary Performance Targets

- A. Increase by 30% annually the investment in infrastructure in urban, suburban and livable village communities, from 2026 to 2030.

**1**

### FOCUS AREA Urban, Suburban Development, Village Development

Prioritise urban infrastructure planning, including roads, public transportation, and utilities, to support sustainable growth and improve the quality of life.

Develop suburban areas and villages with a focus on community needs, ensuring access to essential services such as healthcare, education, and retail within proximity.

## KEY FOCUS AREA ACTIONS

A TPP Government will:

1. Re-establish the **Division of Planning and Development** with overall responsibility for social and spatial planning in Tobago.
  2. Subsume the departments of **Urban and Regional Planning and Land Management** within the Division of Planning and Development.
  3. Establish the **Tobago Regional Development Atlas** as a central repository for spatial and attribute data.
  4. Establish regional plans to control development in the **Northeast Tobago**, **Southwest Tobago** and the **Greater Scarborough** development regions.
  5. Establish plans for the town of Scarborough and the town of Roxborough.
  6. Designate **Canaan** as a town and establish a plan to control planning and development in the area.
- 

2

## FOCUS AREA Cultural Preservation

Support initiatives that preserve and promote local culture and heritage, integrating traditional practices into development plans to maintain village identity.

## KEY FOCUS AREA ACTIONS

A TPP Government will:

1. Engage communities in village-level planning utilising appropriate community planning tools, e.g., **design charrettes** and **what-if analysis**.
-



# POLICY FOCUS AFFORDABLE HOUSING SOLUTIONS



# Policy Focus: Affordable Housing Solutions

Affordable housing for everyone will ensure that all Tobagonians have access to housing options that address both current and future needs, taking into account population growth and household formation rates. The focus on needs, in addition to demand, arises because, due to the high cost of housing services in Tobago, many citizens and residents cannot participate freely in the housing market.

Consequently, priority will be given to both market and non-market housing solutions. Non-market approaches will aim to fund housing for middle and low-income households, while market-based solutions will serve Tobagonians who can buy housing at open-market rates.

## Primary Performance Targets

- A. Invest at least 15% of GDP equivalent annually in affordable housing and land solutions from 2026 to 2030.
  - B. Provide a suite of affordable housing solutions to at least 30% of eligible households by 2030.
  - C. Provide affordable land solutions to at least 50% of eligible households/applicants by 2030.
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**1**

### FOCUS AREA Incentivise Affordable Housing Development.

Implement investment incentives and subsidies for developers who commit to building affordable housing units. This will encourage private sector participation in addressing the housing shortage and ensure a steady supply of affordable homes.

## KEY FOCUS AREA ACTIONS

A TPP government will:

1. Establish the Tobago Housing and Land Trust to incentivise private investment in housing.
2. Develop and distribute **800** completed **dwelling units** under the Affordable Housing Programme (AHP) to expand Tobago's affordable housing stock and improve access for low- and middle-income households.
3. Continue the Home **Ownership Made Easy (HOME) Programme**, to provide low-cost public housing option for public servants and contract employees in the THA.
4. Develop and distribute **500 service lots** under the **Public Officers Subsidised Housing Programme (POSH)**.
5. Distribute available **public housing** under the **Public Officers Subsidised Housing Programme (POSH)**.

2

## FOCUS AREA Strengthen Public-Private Partnerships

Foster collaborations between government entities and private developers to leverage resources and expertise. These partnerships can facilitate the construction of mixed-income housing projects that integrate affordable units with market-rate homes.

## KEY FOCUS AREA ACTIONS

A TPP Government will:

1. Establish the Private Investment in Housing Programme utilising available public lands through a least for investment scheme.

3

## FOCUS AREA Expand Access to Housing Finance.

Develop financial products tailored to low- and middle-income families, such as low-interest loans and down payment assistance programs. This will enhance the ability of families to purchase homes and stimulate demand for affordable housing.

## KEY FOCUS AREA ACTIONS

A TPP Government will:

1. Increase **housing improvement grants** to 100% of the income of qualified households with a cap of \$100,000 per household.
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4

## FOCUS AREA Enhance Infrastructure and Public Services

Invest in infrastructure improvements and public services in areas targeted for affordable housing development. This will make these areas more attractive to potential residents and support sustainable community growth.

## KEY FOCUS AREA ACTIONS

A TPP Government will:

1. Distribute more than 200 service lots under the Land for the Landless Programme at Belle Garden, Adelphi and Courland.
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5

## FOCUS AREA Support Community Land Trusts

Establish and support community land trusts to maintain long-term housing affordability. These trusts can acquire and hold land, ensuring that it is used for affordable housing and preventing speculative price increases.

## KEY FOCUS AREA ACTIONS

A TPP Government will:

1. Re-establish the **Sou-Sou Lands Programme (SSLP)** to make state lands available for community housing expansion and village expansion.

**6****FOCUS AREA**  
**Encourage Sustainable Building Practices**

Promote the use of sustainable and cost-effective building materials and techniques in affordable housing projects. This will reduce construction costs and ensure that homes are energy-efficient, lowering utility expenses for residents.

**KEY FOCUS AREA ACTIONS**

A TPP government will:

1. Establish the Modular Housing Programme (MHP) to lower the cost of home ownership for low-income families.
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**7****FOCUS AREA**  
**Engage Community Stakeholders**

Involve local communities in the planning and decision-making processes for housing developments. This will ensure that projects meet the needs of residents and foster community support for affordable housing initiatives.

**KEY FOCUS AREA ACTIONS**

A TPP government will:

1. Implement the **Social Assistance Housing Programme (SAHP)** to reduce housing vulnerability among the island's most disadvantaged households.
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# POLICY FOCUS PUBLIC INFRASTRUCTURE



# Policy Focus: Public Infrastructure

Public infrastructure forms the core of Tobago's economic resilience, spatial development, and social progress. A strong spatial planning system is vital for sustainable growth, directing investments in transportation, utilities, and digital connectivity to specific growth areas. This policy focus will be a major driver of business growth and related employment opportunities.

## Primary Performance Targets

- A. Invest at least \$600 billion in public infrastructure annually from 2026 to 2035.

**1**

### FOCUS AREA Enhancement of Transportation Networks

Implement a comprehensive plan to upgrade and expand Tobago's road networks, ensuring connectivity between rural and urban areas. Priority will be given to new road construction, traffic flow improvements, and drainage interventions to facilitate efficient transportation, reduce congestion, and improve road safety across the island.

## KEY FOCUS AREA ACTIONS

A TPP Government will:

1. Construct an overpass and associated roadworks from the Highmoor Connector to the [Sangster Hill Road](#).
  2. Continue the [Show Me A Road Tobago \(SMART\) programme](#) to systematically improve roadway accessibility across communities and prioritise the upgrading of critical road infrastructure throughout the island.
  3. Construct the [Runnemede Bypass](#) along Des Vignes Road to provide a realigned roadway around the existing silk cotton tree, improving traffic flow, safety, and roadway resilience in the area.
  4. Construct the [Darrel Spring Boardwalk](#) as a dedicated pedestrian walkway providing safe access and functional connectivity to essential public spaces and facilities within the city of [Scarborough](#).
  5. Construct the [Milford Court–Pigeon Point Connector Road](#) to improve the west connectivity, reduce traffic congestion, and enhance access between residential, commercial, and tourism zones.
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2

## FOCUS AREA Development of Sustainable Public Transit Systems

A modern, reliable, and environmentally responsible public transportation system will be established to reduce dependence on private vehicles, improve commuter efficiency, and support equitable access to employment, education, and social services. The public transit framework will be designed as an integrated island-wide network.

## KEY FOCUS AREA ACTIONS

A TPP Government will:

1. Develop a central [Transportation Hub and Commercial Centre in Scarborough](#) to serve as the primary node for island-wide public transit and commercial activity.
  2. Develop a [Northern Transit Hub in Mason Hall](#) and an [Eastern Transit Hub in Roxborough](#) to strengthen regional transportation connectivity.
  3. Establish integrated strategic transit linkages connecting the Scarborough Transportation Hub with the Northern Mason Hall Hub and the Eastern Roxborough Hub to create a co-ordinated island-wide public transportation network.
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**3****FOCUS AREA****Urban Expansion and Integrated Growth Corridor Development**

The implementation of a structured programme of city expansion north of the Claude Noel Highway in the vicinity of the Light and Life High School will guide orderly urban growth, relieve development pressure in central Scarborough, and stimulate new housing, commercial, and community-based economic activities. Integrated infrastructure, utilities, transportation, and public services will support this growth corridor.

**KEY FOCUS AREA ACTIONS****A TPP government will:**

- 1.** Develop supporting commercial, social, and community services in urban areas and suburban growth poles.
- 2.** Construct roads, drainage, and install utilities, digital infrastructure, and provide public transportation access to support long-term urban settlement.
- 3.** Take all necessary actions to establish the City of Scarborough, with redefined city limits and governance structures.
- 4.** Seek collaboration between the government and private sector to fund and manage infrastructure projects.
- 5.** Establish clear guidelines and incentives to attract private investment while ensuring accountability and transparency: **Public Private Partnership (PPP)-driven projects**.
- 6.** Develop the **Cruise Ship Terminal** to enhance Tobago's capacity to receive international cruise vessels, improve passenger processing, and stimulate tourism-led economic activity.
- 7.** Develop a **City Hotel** to increase the availability of high-quality accommodation, strengthen Tobago's tourism product, and support sustained growth in visitor arrivals and foreign exchange earnings.
- 8.** Develop a Marina and New **Maritime Entryway** to expand marine tourism, facilitate yachting and small-craft arrivals, and strengthen Tobago's blue economy and waterfront commercial activity.
- 9.** Develop the Transportation Hub and Commercial Centre to provide an integrated transit-oriented development that improves public transport efficiency while creating new commercial and small business opportunities.
- 10.** Develop the **Friendship Estate Sport Tourism Facilities** to establish sport tourism infrastructure that supports youth development, hosts regional sporting events, and diversifies Tobago's tourism and recreation offering.
- 11.** Development of a **Multi-Level Parkade** in Scarborough to relieve parking congestion within the city core, improve traffic circulation, and support commercial and tourism activity in Scarborough.

**4****FOCUS AREA****Stormwater Management and Drainage Infrastructure**

Modern drainage and stormwater systems will be prioritised in flood-prone commercial and residential zones to reduce flooding, protect road infrastructure, and maintain traffic flow.

**KEY FOCUS AREA ACTIONS**

A TPP Government will:

- 1.** Undertake the Milford Road drainage and roadway rehabilitation from Bon Accord Primary School to Gaskin Bay Road.
  - 2.** Construct the Louis D'or Sidewalk and Drainage Improvement Project.
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**5****FOCUS AREA****Modernisation of Water Supply and Sanitation Facilities**

Upgrade water supply systems to ensure consistent and safe access to clean water for all residents.

**KEY FOCUS AREA ACTIONS**

A TPP Government will:

- 1.** Implement advanced wastewater treatment technologies to protect the island's natural resources and promote public health.
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## 6 FOCUS AREA Strengthening of Disaster Resilience

Develop infrastructure that is resilient to natural disasters, such as hurricanes and floods.

### KEY FOCUS AREA ACTIONS

A TPP Government will:

1. Implement early warning systems and invest in the construction of shelters and coastal protective barriers to safeguard communities.

## 7 FOCUS AREA Reduce government office rentals

Invest in the construction of a government campus to centralise key government services.

### KEY FOCUS AREA ACTIONS

A TPP Government will:

1. Construct new office space, including the new centralised Motor Vehicle Authority at Goldsborough, and upgrade existing government-owned facilities to meet the needs of the growing population.



# POLICY FOCUS CLIMATE CHANGE AND ENVIRONMENTAL SUSTAINABILITY

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# Policy Focus: Climate Change and Environmental Sustainability

Environmental sustainability involves responsibly using resources to meet current needs without jeopardising the needs of future generations. Meeting current and future needs can be affected by greenhouse gas emissions (GHGs), from the use of fossil-based fuels and related impacts on ecological systems.

Impacts on ecosystems create secondary effects on socio-economic systems in Tobago, which eventually affect the livelihoods of individuals, households, communities, and the broader society. Addressing these impacts requires integrating environmental sustainability into decision-making at all levels to help Tobago achieve its climate adaptation and mitigation goals.

## Primary Performance Targets

- A. Reduce greenhouse gas emissions by at least 40% by 2030.
- B. Achieve at least a 30% reduction in carbon emissions from key sectors below 2025 levels by 2030.
- C. Reduce the loss of important biological and ecosystems by at least 20% below the 2025 level by 2030.

**1**

### FOCUS AREA Promote Renewable Energy Adoption

Implement incentives and subsidies to encourage the adoption of solar and other renewable energy sources, aiming to reduce Tobago's carbon footprint and reliance on fossil fuels.

## KEY FOCUS AREA ACTIONS

A TPP Government will:

1. Implement the **Tobago Energy Transition Programme (ETP)** to shift from the use of fossil fuels to renewable sources like solar, wind, and ocean energy. Implementing the ETP will help to reduce emissions, promote energy efficiency, encourage investment in green technology, and create green jobs.
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## 2 FOCUS AREA Enhance Waste Management Systems

Develop and enforce comprehensive waste management policies that prioritise recycling, composting, and reducing single-use plastics.

## KEY FOCUS AREA ACTIONS

A TPP Government will:

1. Continue the **Tobago Recycling Programme (TRP)** to promote sustainable waste management by encouraging recycling to reduce landfill waste, conserve resources, and raise environmental awareness.
  2. Continue to implement the **Sargassum Clean-Up and Composting Program (SCCP)** to mitigate against environmental issues from Sargassum seaweed.
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## 3 FOCUS AREA Conserve Marine and Coastal Ecosystems

Establish protected marine areas and enforce regulations to prevent overfishing and coral reef degradation, thereby preserving Tobago's biodiversity and ensuring the sustainability of its fishing industry.

## KEY FOCUS AREA ACTIONS

### A TPP Government will:

1. Continue to implement the **Coastal Protection Programme (CPP)** to protect its coastal ecosystems by reducing erosion, restoring mangroves, and promoting sustainable practices. The programme is supported by a **TT \$100 million** loan from the Latin American Development Bank (CAF).
2. Assess the coastal dynamics in Milford Bay to Sandy Point.
3. Construct groynes and undertake **beach nourishment** in Milford Bay.
4. Assess coastal erosion at Grange Bay and Plymouth.
5. Implement coastal protection works at **Pigeon Point**.

## 4 FOCUS AREA Water Conservation

Develop policies to promote water conservation and the sustainable management of water resources, including the use of rainwater harvesting systems and the protection of watersheds.

## KEY FOCUS AREA ACTIONS

### A TPP Government will:

1. Continue to implement the **Environmental Resource Management Programme (ERMP)** to sustainably protect the island's natural resources through biodiversity conservation, pollution control, and sustainable land use.

## 5 FOCUS AREA Environmental Education and Awareness

Launch educational campaigns and programs to raise awareness about environmental issues and promote sustainable practices among residents and visitors.

## KEY FOCUS AREA ACTIONS

A TPP Government will:

1. Implement the School Environmental Engagement Programme (SEEP) to promote environmental awareness among students through workshops, field trips, and projects.
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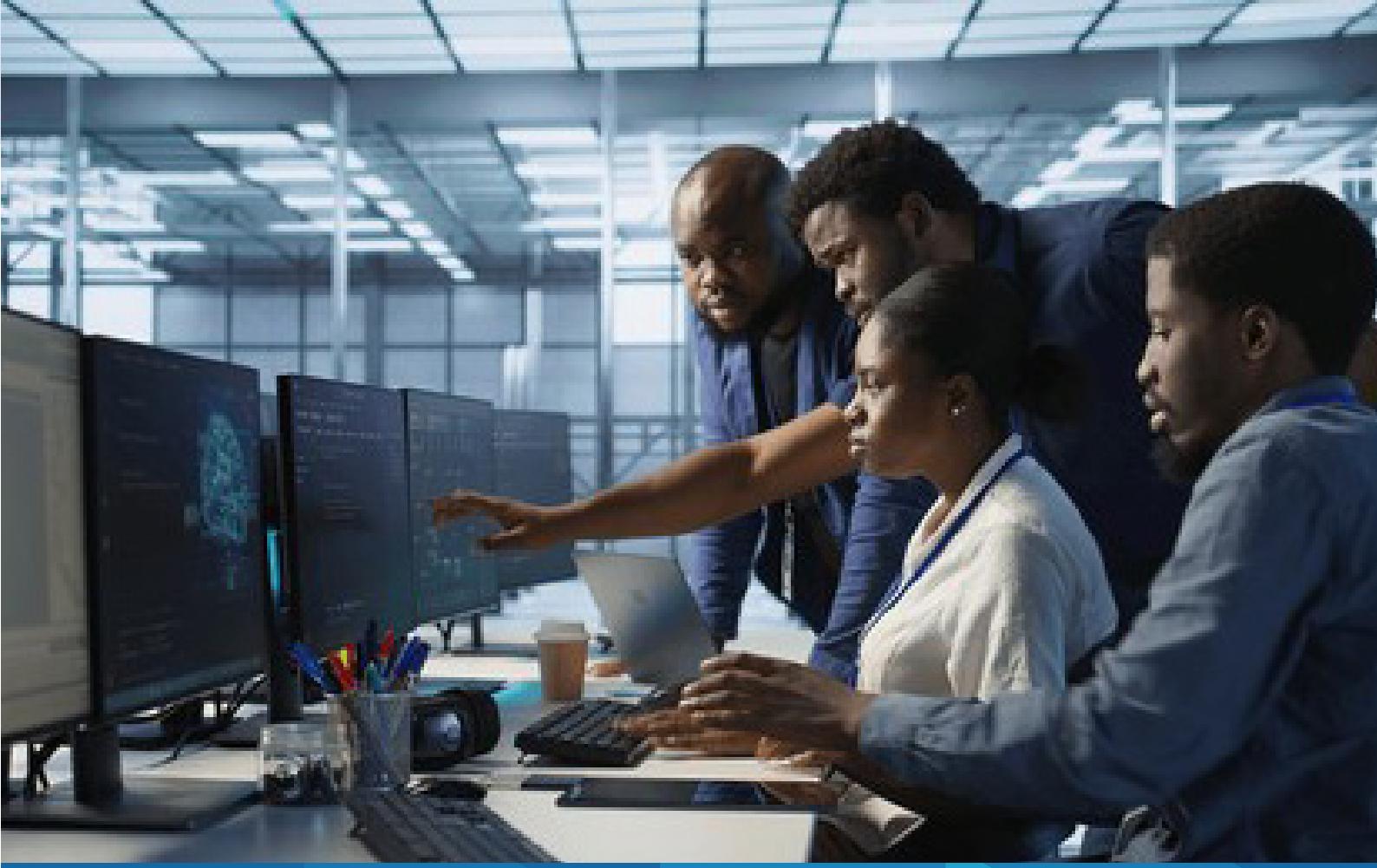
## 6 FOCUS AREA Strengthen Climate Change Resilience

Develop and implement strategies to enhance Tobago's resilience to climate change impacts, including rising sea levels and extreme weather events, through infrastructure improvements and community preparedness programmes.

### KEY FOCUS AREA ACTIONS

A TPP Government will:

1. Implement the Tobago **Environmental and Climate Resilience Programme, (ECRP)** to boost sustainability and adaptability through mangrove restoration, renewable energy, sustainable agriculture, and community education.
  2. Promote the combination of traditional knowledge with modern technology to protect biodiversity and ensure a sustainable future, addressing current challenges and building resilience.
  3. Implement the Tobago **Environmental Protection Programme (EPP)** to preserve the island's natural beauty and biodiversity, promote sustainable practices to reduce pollution, conserve ecosystems, and raise community awareness.
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# POLICY FOCUS PUBLIC SERVICE MODERNISATION

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# Policy Focus: Public Service Modernisation

An efficient, effective, and accountable public service maximizes resource use, offers high-quality services, and operates transparently and responsively. It is guided by legal and ethical standards, focuses on delivering tangible results, and continually seeks innovation and improvement.

Such a public service will better meet public needs while maintaining high standards of governance, performance, and service quality.

## Primary Performance Targets

- A. Improve efficiency in the delivery of public goods and services to at least 50% by 2030 and at least 95% by 2045.
  - B. Establish the Public Service Delivery and Service Quality Index (PSDSQI) by 2027.
  - C. Reduce the transaction cycle time for the delivery of all public goods and services by at least 50% by 2027 and by at least 75% by 2030.
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**1**

### FOCUS AREA Digital Transformation Initiative

Implement a comprehensive digital transformation strategy to enhance the efficiency and accessibility of public services. This includes developing an integrated e-government platform that enables citizens to access services online, reducing the need for in-person visits to government offices.

## KEY FOCUS AREA ACTIONS

A TPP Government will:

1. Establish the **Department of Modernisation and Digital Transformation** to lead the transformation of the Tobago public service.
2. Implement **RESET Tobago: Reforming the Public Service for Efficiency and Transparency** as an overarching strategy to guide the uptake of programmes and projects related to public services modernisation and transformation.
3. Implement the **Institutional Strengthening Programme (ISP)** to boost capacity across all THA divisions. The ISP aims to reform Tobago's public service by digitising operations, enhancing human resources, embedding results-based performance, and aligning priorities with capacity.
4. Implement modernisation initiatives to update public service operations and enhance responsiveness to the needs of citizens. This includes adopting new technologies, improving service delivery, and enhancing organisational structures
5. Promote transparency in public service operations by making information accessible to the public, ensuring open decision-making processes, and implementing anti-corruption measures.

2

## FOCUS AREA Capacity Building and Training

Establish continuous professional development programmes for public servants to ensure they are equipped with the necessary skills and knowledge to operate in a modernised public service environment. This includes training in digital literacy, customer service, and project management.

## KEY FOCUS AREA ACTIONS

A TPP Government will:

1. Implement the **Capital Building Programme** across all divisions of the THA. The programme will provide targeted training to public servants and contract officers to help with the adoption of new technologies in the workplace.
2. Establish a **Public Service Academy** to provide comprehensive training programs for public servants at all levels of the Public Service to foster a culture of continuous learning and professionalism.
3. Comprehensively reform the management of government services to address inefficiencies and outdated practices by streamlining processes, reducing bureaucracy, and adopting modern management techniques.

4. Provide **ongoing training** and development opportunities to enhance the skills and knowledge of public servants, including specialised training in areas such as digital transformation, project management, and public policy.
  5. Develop effective **recruitment and retention strategies** to attract and retain talented individuals in the public service. This includes competitive salaries, career development opportunities, and a positive work environment.
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## 3 FOCUS AREA Citizen-Centric Service Design

Adopt a citizen-centric approach to service delivery by actively engaging with the public to understand their needs and expectations. This involves regular feedback mechanisms and the incorporation of user experience design principles in the development of public services.

### KEY FOCUS AREA ACTIONS

A TPP Government will:

1. Implement e-governance platform, Tobago Online, to make government services accessible online, thereby improving transparency, access, efficiency, and citizen engagement.
  2. Launch comprehensive **digital literacy programmes** to equip citizens with the skills to participate in the digital economy. This includes initiatives for both students and adults.
  3. Upgrade educational institutions with digital tools and resources to support Science, Technology, Engineering and Mathematics (STEM) education and digital learning.
  4. Ensure public access to the Internet through community centres and public Wi-Fi hotspots, particularly in underserved areas, to bridge the digital divide across all **villages** and **development regions**.
  5. Encourage citizen engagement in public service activities through consultations, feedback mechanisms, and participatory decision-making processes.
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**4**

## FOCUS AREA Performance Measurement and Accountability

Implement a performance measurement framework to assess the effectiveness and efficiency of public services. This includes setting clear performance indicators, regular reporting, and accountability mechanisms to ensure transparency and continuous improvement.

### KEY FOCUS AREA ACTIONS

A TPP Government will:

- 1.** Implement **performance management systems** to ensure public servants are accountable for their work and that their performance is regularly evaluated. This includes setting clear goals, providing timely feedback, and linking performance to rewards and opportunities for career advancement.
- 2.** Establish strong accountability mechanisms to ensure transparency and integrity in public service, including regular audits, performance reviews, and clear reporting structures.



# POLICY FOCUS DIGITAL CONNECTIVITY



# Policy Focus: Digital Connectivity

Digital connectivity aims to enhance spiritual, social, cultural, and economic relationships within Tobago's society using digital tools. It also prioritises strengthening the links between society and vital resources and services sourced from the natural and built environments through digitally driven institutional frameworks.

These frameworks facilitate increased operational efficiency among people, places, services, and things (PPST). By improving digital connectivity and operational efficiency, Tobago's society and economy can shift from the margins to the forefront of regional and global innovation and development.

## Primary Performance Targets

- A. Increase digital connectivity in all areas of society and the economy to at least 30% by 2030 and 100% by 2045.
- B. Achieve at least 40% digitalisation in key business sectors and civic organisations by 2030.

**1**

### FOCUS AREA Enhance Digital Infrastructure

Invest in robust and resilient digital infrastructure to ensure high-speed internet access across Tobago, facilitating seamless connectivity for businesses, educational institutions, and residents.

## KEY FOCUS AREA ACTIONS

### A TPP Government will:

1. Develop a resilient broadband infrastructure to ensure high-speed internet access across Tobago, including remote areas. This is essential for supporting e-commerce, remote work, and digital innovation.
  2. Support the rollout of Wi-Fi 6 and Wi-Fi 6E, 6G cellular technology and AI-powered network automation to provide stable, high-speed connectivity, unlocking new possibilities in industries such as healthcare, manufacturing, and entertainment.
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2

## FOCUS AREA Promote Digital Literacy

Implement comprehensive digital literacy programmes targeting all age groups to equip the population with essential skills for navigating and thriving in a digital economy.

## KEY FOCUS AREA ACTIONS

### A TPP Government will:

1. Launch comprehensive digital literacy programmes to equip citizens with the skills to participate in the digital economy. This includes initiatives for both students and adults.
  2. Upgrade educational institutions with digital tools and resources to support STEM education and digital learning.
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3

## FOCUS AREA Support E-Government Services

Develop and expand e-government services to improve efficiency, transparency, and accessibility of public services, making them more user-friendly and reducing bureaucratic hurdles.

## KEY FOCUS AREA ACTIONS

A TPP Government will:

1. Launch the Tobago online programme to integrate digital connectivity across all divisions and agencies of the THA.
  2. Launch the THA employee digital work portal.
  3. Launch the Strategic Development Planning Pathway and commitment for results (CFR) portal.
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4

## FOCUS AREA

### Encourage Innovation and Entrepreneurship

Foster a supportive environment for digital innovation and entrepreneurship by providing incentives, funding opportunities, and mentorship programs for start-ups and tech enterprises.

## KEY FOCUS AREA ACTIONS

A TPP Government will:

1. Establish innovation centres and incubators to support start-ups and foster a culture of innovation. This includes providing resources, mentorship, and funding for entrepreneurs.
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5

## FOCUS AREA

### Strengthen Cybersecurity Measures

Establish stringent cybersecurity protocols and awareness campaigns to protect digital assets and personal data, ensuring a secure online environment for businesses and individuals

## KEY FOCUS AREA ACTIONS

A TPP Government will:

1. Enhance cybersecurity measures to protect digital infrastructure and data from cyber threats. This includes developing robust cybersecurity frameworks and promoting digital security awareness.
- 

## 6 FOCUS AREA Promote Digital Literacy

Address the digital divide by ensuring equitable access to digital tools and resources for marginalised communities, promoting inclusivity in the digital transformation process.

### KEY FOCUS AREA ACTIONS

A TPP Government will:

1. Ensure public access to the Internet through community centres and **public Wi-Fi hotspots**, particularly in underserved areas, to bridge the **digital divide** across all villages, development regions and marginalised individuals, e.g., seniors, persons with disabilities and low-income households.
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# POLICY FOCUS SUSTAINABLE AND MEANINGFUL JOB CREATION

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# Policy Focus: Sustainable and Meaningful Job Creation

A sustainable, meaningful job is one that exists or will exist in the public or private sector, meeting a minimum living wage threshold and offering continuous employment for at least five years. 'Meaningful' refers to the income a job provides, while 'sustainable' pertains to the duration over which this income is maintained. The TPP will create an institutional framework to collect and analyse labor market trends, helping to identify sectors likely to generate both sustainable and meaningful jobs.

An integrated approach will encourage the development of these opportunities by aligning post-secondary education, skills development, and entrepreneurship with labour market demands. This integration aims to foster a more inclusive and sustainable job market by addressing immediate and future employment needs as well as long-term growth priorities.

## Primary Performance Targets

- A. Achieve at least a 25% increase in the number of jobs created across key private sectors by 2030 and at least a 35% increase by 2035.
- B. Achieve at least a 15% increase in the number of public sector jobs by 2030 and at least a 20% increase by 2035.
- C. Increase youth employment in the public and private sectors to at least 15% by 2035 and by at least 20% by 2035.

**1**

### FOCUS AREA Clean Energy Transition

Incentivise businesses to transition to clean energy sources, including installing solar panels and solar home systems.

## IMPACT ON JOB CREATION

1. This will generate approximately 300 jobs in manufacturing, installation, and maintenance.
- 

2

## FOCUS AREA

### Energy-efficient Public Buildings and Transportation

Transition all public buildings in Tobago to renewable energy, including energy-efficient cooling systems, solar panels, and energy-efficient light bulbs.

Introduce public **e-buses** and **e-charging stations**.

## KEY FOCUS AREA ACTIONS

A TPP Government will:

1. Establish innovation centres and incubators to support start-ups and foster a culture of innovation. This includes providing resources, mentorship, and funding for entrepreneurs

## IMPACT ON JOB CREATION

1. This will create approximately **700 jobs** in installation and maintenance.
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3

## FOCUS AREA

### Digital Transformation

Launch the **Tobago Online programme** to initiate the transition of the Tobago public service, all government departments, private businesses, and homes from analog to digital operations.

## IMPACT ON JOB CREATION

1. This will create approximately 400 jobs in both the public and private sectors for **Digital Content Creators**, **Database Analysts**, **Digital Product Managers**, **UX and UI Designers** and **Digital Transformation Specialists**.

2. A significant number of jobs will be created to convert existing analogue data to digital data. Eco-Industrial Development Company of Tobago (E-IDCOT) will execute this program on behalf of the Office of the Chief Secretary (OCS).
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## 4 FOCUS AREA Physical Infrastructure

Launch the **1000 Homes** initiative, which focuses on delivering service lots and complete dwelling units

### IMPACT ON JOB CREATION

This initiative will be phased over five years and create approximately **4,000** jobs in home construction and residential real estate. The Division of Settlements, Public Utilities, and Rural Development (DSPURD) will implement the initiative.

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## 5 FOCUS AREA Tobago Heritage Village and Living Museum

Design and construct the Tobago Heritage Village and Living Museum. This heritage park project will showcase Tobago's rich cultural, built, and culinary heritage using a theme park model.

### IMPACT ON JOB CREATION

The project will create approximately **100 jobs** during the construction phase and approximately **75 jobs** to sustain the park's operation, including roles in hospitality and the performing arts. E-IDCOT will execute this project on behalf of DOTCAT.

## 6 FOCUS AREA Infrastructure Development

Launch the Build Tobago initiative, which will focus on upgrading primary and secondary roads and allied infrastructure, community amenities, including public buildings such as community centres, schools, and recreation grounds.

### IMPACT ON JOB CREATION

This will create more than 2,000 jobs in large and small-scale contracting. The Division of Infrastructure, Quarries, and Urban Development (DIQUD) will execute this initiative.

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Our Pathways to Sustainable and Inclusive Prosperity  
Developing Tobago and Tobagonians



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