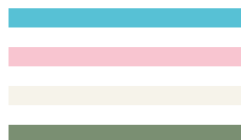


FUTURE BARBUDA

THE RESULTS FRAMEWORK THE ONE PLANET ACTION PLAN

VOLUME 5

#FUTUREBARBUDA



INTRODUCTION

This is Volume 5 of a 5-Volume Master Development Plan, based on the Government of Antigua and Barbuda contract Terms of Reference for Task I and Task II. The final agreed version of the Master Development Plan is scheduled to be completed as part of a separate contract as Task III of the Master Plan. Task III is scheduled to start after the completion of Task II, at the discretion of the Government of Antigua and Barbuda.

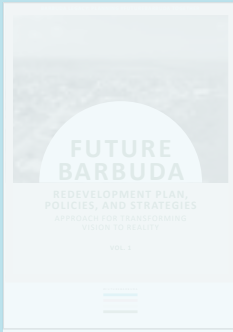
This volume is informed from consultations and data sources referenced in the following Volume(s) of the Existing Conditions Assessment (Task I Phase 3 of the Master Development Plan contract):

- Volume I: Methodology and Approach of the Existing Conditions Assessment.
- Volume II: Natural Systems.
- Volume III: Space, Place & Structures.
- Volume IV: Infrastructure.
- Volume V: Services.
- Volume VI: Summary of Findings.

The data collection methodology and approach are described in Volume I, which includes commentary on the challenges of completing the Existing Conditions Assessment during the COVID-19 Global Pandemic.

This Volume also uses information reported in the accompanying:

- Social and Economic Investment Plan report.
- Climate Vulnerability Impact Assessment report.



**VOLUME 1:
GOVERNING POLICY**

Translating the vision into policies and strategies guided by principles of sustainability and resilience.



**VOLUME 2:
DRAFT DESIGN BRIEF**

The emerging Design Brief for Codrington and defined local areas outlining the design goals and objectives, constraints, special analysis.



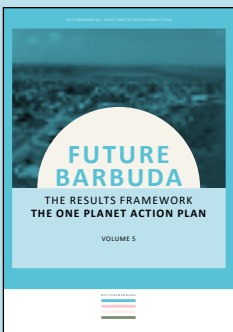
**VOLUME 3:
CONCEPT DESIGN,
STRATEGIES & PLANS**

A series of plans presenting the concept design for Barbuda, Land Use, Built Form and strategies.



**VOLUME 4:
PUBLIC AND PRIVATE
REALM GUIDANCE**

Codes and policies governing the public and private realms, shaping the physical environment.



**VOLUME 5:
THE RESULTS
FRAMEWORK**

The implementation and institutional framework utilising One Planet as a providing objectives, actions and responsibilities.

CONTENTS

Volume 5

RESULTS FRAMEWORK ONE PLANET ACTION PLAN

DRAFT
NOVEMBER 2023

**INSTITUTIONAL
STRENGTHENING**

| |
|---|
| 4 |
| <i>Institutional Strengthening</i> |
| 5 |
| <i>Masterplan Success</i> |
| 6 |
| <i>Institutional Strengthening</i> |
| 8 |
| <i>Pathways For Institutional Strengthening</i> |

**THE ONE PLANET ACTION
PLAN**

| |
|--|
| 9 |
| <i>A Brief Introduction To One Planet Living</i> |
| 10 |
| <i>Health and Happiness</i> |
| 16 |
| <i>Equity and Local Economy</i> |
| 22 |
| <i>Culture and Community</i> |
| 32 |
| <i>Land and Nature</i> |
| 32 |
| <i>Sustainable Water</i> |
| 36 |
| <i>Local and Sustainable Food</i> |
| 42 |
| <i>Travel and Transport</i> |
| 46 |
| <i>Materials and Products</i> |
| 48 |
| <i>Zero Waste</i> |
| 50 |
| <i>Zero Carbon Energy</i> |

INSTITUTIONAL STRENGTHENING

ToRs

4.21 To support the effective and efficient implementation of the masterplan it will necessary for an implementation/institutional framework to be established. To complete this component the Consultant shall:

- Illustrate the broad range of entities and stakeholders and the relationships required to ensure that economic and social viable investment choices are made for the benefit of all citizens.
- Illustrate the broad range of entities and stakeholders and the relationships required to ensure the active management and sustainability of asset portfolio of the study area during its useful life.
- Provide a policy framework to guide public and private investment in the core development area;
- Recommend changes to policy and regulatory by laws to facilitate the implementation of the Masterplan recommendations and the vision;
- Provide comprehensive rural and urban design guidelines for the Government of Antigua and Barbuda and private sector for the development or redevelopment of the public and private components of the study area.



MASTERPLAN SUCCESS

Success of the Draft

#FutureBarbuda Development Plan is determined by its ability to stimulate, maintain and enhance ecosystem integrity; foster economic development and engaging livelihoods; enhance liveability; improve accessibility and promote efficient and effective governance.

The Plan itself is underpinned by:

- **Clarity of Vision:** which has been achieved through the development of the strategic framework for The Plan in Task 1 which has been built on a foundation of the People's Vision.
- **Stakeholder Involvement:** which has involved the voices and viewpoints of a diverse group of stakeholders, including all demographic dimensions of the community, local and national businesses, local, national, and overseas investors and local and central government entities.
- **Comprehensive Analysis:** achieved through a thorough investigation of existing conditions and data, assessments of critical infrastructure, the impact of current investment level on local economy, demographics, community wellbeing and local governance which has been crucial to understanding the current state; providing a foundation for the master planning process.
- **Perspective:** the principle of growth has been based on the island's carrying capacity, structural and critical infrastructure needs to enable both fiscal and environmental resilience. It has identified current shortfalls in infrastructure and services and outlined a steady timeframe to enable sustainable fiscal growth and improved community wellbeing.
- **Flexibility and Adaptability:** which allows for greater resilience and responsiveness to adjust to changing circumstances, new technologies, and unforeseen challenges.

- **Integration of Components:** which is central to enabling the pulse, flow and functionality of place, landuse, community connectivity, mobility and productivity and service availability and effectiveness to facilitate a cohesive and coordinated whole.
- **Sustainability and Resilience:** with a strong emphasis on environmental, social and fiscal sustainability and the revival of cultural pride; and the preparation of an adaptation framework to enable the community and Council to better respond to existential shocks and to build resilience through appropriate channels of environmental and cultural protection; infrastructural and structural capacity; and spatial planning.

- **Urban Design and Aesthetics:** built on sound urban design principles and ensures that layout for the built environment and mobility pathways are aligned to the People's Vision and incorporates functional capacity and robustness.

- **Legal and Regulatory Compliance:** this is key and the Plan accounts for existing laws and regulations, including zoning and land use ordinances and recommends adjustments to policies and plans so that Barbuda is fully aligned with national plans and that inherent needs and requirements are incorporated at national level.

The Plan is a dynamic document that is intended to guide growth and development while addressing the needs and aspirations of the community it serves. It is a living blueprint that has a built-in responsive framework to adapt to changing circumstances so that it sustains and enables the vision.

For the Plan to be successful, there is a need for institutional strengthening of both stakeholder relationships and operational framework to enhance the capacity, effectiveness, and performance of organizations, institutions and governance to enable collective ability of the Barbuda Council, Cabinet and Community to achieve the goals of the Plan, deliver services effectively and with parity, and respond and adapt to changing environments.

INSTITUTIONAL STRENGTHENING

To enable the success of the Plan, there is need for considerable institutional strengthening both from a capacity and relational level. The goal is to ensure that the Barbuda Council can effectively address the needs and aspirations of the local population, promote sustainable development on the island and execute the #FutureBarbuda Development Plan.

For this goal to be achieved it is important that function, roles, responsibilities are clearly understood, and that relationships and communication modalities employed enable effective governance, productivity and growth. There is a need for redress to mend the current fractured governance and operational framework between the Barbuda Council and Central Government, so that the plan can be enabled as intended.



RECOMMENDATIONS TO BUILD GOVERNANCE RESILIENCE

To this end, the Plan recommends the following points for consideration for each level so that the desired remedy can be facilitated, and parity with respect to access and accessibility of services, workforce productivity, fiscal responsibility, and community wellbeing can be enabled and palpable.

Government of Antigua and Barbuda

1. Clear differentiation of Barbuda in stats, policy, budget, reporting.
2. Full identification and integration of the needs of Barbuda in Central Government department budgets, delivery, KPIs and reporting.
3. Clear delineation of responsibilities between Central Government and Barbuda Council with regards policy, finance, civil services and operations.
4. Clear approvals for Barbuda Council to access resources, initiatives, programmes across the MDA of Central Government.
5. Development of finance-raising mandate for Barbuda Council to unlock economic potential, secure business delivery and continuity.
6. Enable a regular forum for strategic dialogue between Barbuda Council and Central Government at political level.

Barbuda Council

1. The Council needs to separate political leadership from operational leadership.
2. Councillor responsibility should be focused on policy development and evaluation of performance.
3. A small and strong governance team independent of political leadership is required to advise Council, support policy development, lead delivery, manage staff, evaluate workforce performance and ensure business continuity.
4. Need for a clear delineation of responsibilities between Council and governance team.
5. Potential lengthened term of office for Council to provide stability and continuity.
6. Development of training package and policy support for new Councillors.
7. Development and strengthening of job descriptions and reporting structure.
8. Development of local government 5 year plan and annual action plans to support strategic approach.
9. Development of a financial plan to support programme delivery including raising revenue from local charging for services etc as enabled by the Barbuda Local Government Act (1976).

Council Departments

1. Clear job descriptions, outlining responsibility, accountability and reporting.
2. Clear management structure, staff engagement in planning, delivery and service development.
3. Team meetings to discuss challenges and achievements
4. Time management system to be implemented to drive punctuality, measure productivity, and enable focus on task delivery.

District Leaders

To enable community cohesion and effective governance, the Plan proposes a non-political level of community leadership through District Leaders. District Leaders and District Youth Leaders will be nominated by the residents in each district. Their roles will be to identify specific needs and to advocate for resident in their district. For the District Youth Representative, this is to engage the youth holistically, increase their knowledge of local and national governance and to enable succession planning.

The concept of districts was first tabled in 2006 and is outlined in the Chad Knight Alexander Plan (2006). Whilst the concept of Districts is welcomed by the community (this is how they have informally organised the community space); there was no consensus from the members of the community on the delineation and naming of these districts, as shared during community consultations.

Community Level

1. Clear structure for community dialogue and involvement in strategic and operational issues following an annual cycle i.e. Month 3 priorities for coming year, Month 6 review of progress of service development and annual plan delivery, Month 9 comment on next annual plan, Month 12 review of progress of last year and towards 5 year and 10 year targets.
2. Community fora between for specific services at least once each year.
3. Clear process for community reporting of problems, ideas for service development etc.
4. Business community fora for strategic development and joined-up approach.



PATHWAYS FOR INSTITUTIONAL STRENGTHENING

The following attributes have been highlighted as a means of enabling governance resilience:

Operations

1. Small and strong governance team independent of political leadership (akin to a civil service structure) to advise Council, support policy development, lead delivery, manage staff, evaluate performance, ensure business continuity.
2. Regular forum for strategic dialogue between BC and GOAB at senior management level.
3. Council Staff to input into BC Vision, Programme and Plan to facilitate shared ownership for organisational development.
4. Management training for all managers, and development of shared approach to delivery for the benefit of the people of Barbuda.
5. Creation of operational units (Departments) of approximately 10-20 people with a manager who has a delivery mandate and personnel responsibility.
6. Clear operational targets for service delivery for the benefit of the people of Barbuda.
7. Weekly / biweekly support meetings for managers with senior management to address shared issues and ensure delivery focus and follow-up of operational targets.
8. Monthly staff meetings in operational units to discuss delivery, development, challenges and solutions and follow-up of operational targets.
9. Provision of in-service training and development, mentoring etc.
10. Involving staff in business planning, evaluation and development to create shared responsibility.
11. Clear roles and responsibilities at an individual level and 6 monthly evaluation process.
12. Implementation of clear code of conduct to address under-performance, non-compliance with contract etc.
13. Implementation of pay review and performance-related pay to incentivise staff.

Technical competencies required to augment operational framework

1. Development control, including building standards.
2. Environmental control.
3. Waste management.
4. Development of local taxes taken from planning permission, permitting and waste collection. This additional revenue will be used to support the maintenance and improvement of infrastructure and services.

Supporting economic development

1. Skills training including practical & business skills – focused on hospitality, tourism activities, fishing, farming and food processing.
2. Marketing and development of Barbuda brand.

International co-operation

Local government function is well established throughout the Caribbean and is fully supported by regional institutions such as The Caribbean Association of Local Government Authorities (CALGA). Further support is provided through capacity building events and opportunities led by the Caribbean Development Bank and UNDP which are geared at developing local government throughout the region to create a lasting institutional memory. Other Caribbean states that operate effective local Government Frameworks include Trinidad and Tobago and Jamaica.

THE ONE PLANET LIVING ACTION PLAN

The 'One Planet Action Plan' acts as a route map towards a more sustainable future for Barbuda utilising the 10 One Planet Principles. The One Planet Principles, developed by Bioregional and endorsed by the World Wildlife Fund (WWF), aim to promote sustainability and responsible consumption.

One Planet Living is different from other sustainability frameworks because:

- It puts people first – it's grounded in the reality of how people live their lives rather than box ticking
- It's holistic – nothing will drop through the gaps with our 10 principles
- It's about true sustainability – there's no greenwashing
- It reaches hearts as well as minds - One Planet Living is used to inspire people across the world to get involved in sustainable change.

The following pages present the One Planet Action Plan for Barbuda.



HEALTH AND HAPPINESS

Encouraging active, social, meaningful lives and promote good health and wellbeing

HEALTH AND HAPPINESS

GOAL

Increase or support high levels of physical, social, mental and emotional health and to increase or support high levels of happiness and wellbeing.

| Outcomes/ Impact | | Action + Intervention | |
|--------------------|--|---|--|
| Title | Description | Title | Description |
| CARE FOR ELDERS | Enhance the quality of life for elders in Barbuda through improved care facilities and services. | Implement an Elder Day-Care Programme that includes rebuilding the care facility and enhancing elder engagement programs. | Re-build Elder day care facility structure and create engaging services to enable a space that they can feel connected and valued. Develop a programme of connection with children to improve intergenerational connectivity, transfer of cultural knowledge, to sustain fabric of the community |
| HEALTH INSURANCE | Increase the enrollment of eligible Barbudans in the medical benefits scheme, ensuring comprehensive health insurance coverage. | Ensure that all self employed Barbudans are registered as self employed and are also registered for the medical benefits scheme; all have access to a medical benefits smart card and that travel to Antigua for critical care is included for Barbudans. | Launch an awareness and registration campaign targeted at self-employed Barbudans to educate them on the benefits of health insurance and the registration process. |
| HEALTHY DIET | Promote and increase the consumption of traditional, healthy Barbudan diets while reducing reliance on imported, processed foods. | Support local farmers and local produce | Support local agriculture to enhance the availability of locally-produced, nutritious foods and implement educational programs about the benefits of healthy eating. |
| COMMUNITY MOBILITY | Develop a mobility system based on active travel and public transport to support walking and cycling as everyday elements in an active lifestyle. Reduce car dependency. | Implement active transportation plans, including walking paths and bicycle lanes, and improve public transportation options. | Increase in public safety and connectivity regarding non car mobility options in support of an active community lifestyle - pavements + speed controls especially around schools, clinics and elderly care facilities |

HEALTH AND HAPPINESS

Indicators of Success

| Output | Description | Impact |
|---|---|--|
| Completion of the Elder day-care facility rebuild and launch of new elder engagement programs with an increased enrollment or participation | Increasing visibility, connectivity and value VERIFICATION: Monitor enrollment numbers and program participation rates, conduct satisfaction surveys among elders and caregivers, and track the usage rates of the rebuilt facility. | Demonstrable improvements in the social engagement, physical health, and emotional well-being of participating elders, aiming for an improvement as measured by health and wellness surveys. |
| Enhanced registration rates with more Barbudans enrolled in the medical benefits scheme. | Enable more Barbudans to be participatory in the national health scheme; raise awareness of the critical need for transportation to be included in the scheme for emergency and acute healthcare VERIFICATION: Analyse enrollment data, conduct periodic awareness campaign effectiveness surveys, and review insurance coverage statistics. | Broader health insurance coverage leading to an increase in preventative care visits and a reduction in out-of-pocket medical expenses for the community. |
| Increase in local food production and consumption and a decrease in the importation of processed foods | Revitalisation of local, sustainable health-driven food security strategy VERIFICATION: Conduct food consumption surveys, track local agricultural outputs, and monitor import data to assess changes in eating habits and food sourcing. | Reduced importation of processed foods; increase in locally sourced food stock in supermarkets; Improved health and wellbeing from less process foods |
| Increase in active transportation infrastructure and usage, and reduction in traffic-related accidents | All ages in community engaging in safe, active mobility including cycling and walking | Enhanced community engagement and environmental health, evidenced by increased physical activity levels and lower emissions. |


HEALTH AND HAPPINESS

OPL Principle

| HEALTH AND HAPPINESS | HEALTH AND HAPPINESS <i>Encouraging active, social, meaningful lives and promote good health and wellbeing</i> | | | |
|----------------------|---|--|--|--|
| | Outcomes/ Impact | | Action + Intervention | |
| | Title | Description | Title | Description |
| | | | | |
| OPL Principle | EDUCATION SUPPORT | Enrich educational opportunities and support systems for Barbudan students to enhance learning outcomes. | Increase the diversity of extracurricular activities and support programs in schools. | Reintroduce diversity in extra-curricular activities (academic + non academic) available; Special Educational Needs (SEN) |
| | LIBRARY SERVICES | Establish a comprehensive library system that serves as a hub for community learning and engagement. | Construct and equip a community library with a diverse catalogue of resources and accessible services. | Work with central government to enable a community library to be developed in Barbuda. |
| | PERSONAL FITNESS | Foster a community culture that prioritises personal fitness and well-being | Create spaces and programmes for Community fitness | Create spaces and programmes for Community fitness, such as a community gym, in conjunction with te medical health practitioners on island |
| | SPORTS | Enhance sports facilities and programs to promote physical activity and community spirit. | Upgrade existing sports facilities and equipment, and expand sports program offerings. | Audit to determine what aspects need additional support |

| GOAL <i>Increase or support high levels of physical, social, mental and emotional health and to increase or support high levels of happiness and wellbeing.</i> | | |
|--|--|--|
| Indicators of Success | | |
| Output | Description | Impact |
| Launch of new extracurricular programs and an increase in student participation. | Increase in number of extracurricular activities; academic support to support and increase student confidence. VERIFICATION: Monitor program offerings and student engagement statistics, along with feedback from educators and students. | Measurable improvements in student academic performance and well-being, with an increase in graduation rates. |
| Community Library created, stocked catalogued and used by community | Accessibility of community to library services. VERIFICATION: Evaluate library usage statistics, inventory levels, and community feedback. | Increased literacy and educational engagement in the community, with an increase in library membership and utilisation |
| Number of community fitness spaces established and active participation in fitness programs. | Open access VERIFICATION: Assess fitness space usage rates and program enrollment figures. | An increase in community members engaging in regular physical activity. |
| Improvement in sports facility quality and availability, and increase in community sports program participation. | Sports fields and sport Centre expanded to accommodate a wider range of sport activities for youth, workig population and elders VERIFICATION: Evaluate the condition and usage of sports facilities, and track participation rates in sports programs | Increased community participation in sports, with a goal of more regular sporting events and tournaments held |

| HEALTH AND HAPPINESS | HEALTH AND HAPPINESS <i>Encouraging active, social, meaningful lives and promote good health and wellbeing</i> | | | |
|----------------------|---|--|--|--|
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HEALTH AND HAPPINESS

OPL Principle

HEALTH AND HAPPINESS

Encouraging active, social, meaningful lives and promote good health and wellbeing

| Outcomes/ Impact | | Action + Intervention | |
|--------------------|---|---|---|
| Title | Description | Title | Description |
| EMERGENCY SERVICES | Strengthen the capacity and responsiveness of emergency services to ensure community safety and resilience. | Improve emergency infrastructure, equipment, and training for first responders. | Focus on strengthening emergency response framework on island to be at satisfactory level to underpin community wellbeing; Rebuilding of Police Station suited to the nature of operations; incr no. fire tenders and workable fire hydrants; add another ambulance |





HEALTH AND HAPPINESS



OPL Principle

GOAL

Increase or support high levels of physical, social, mental and emotional health and to increase or support high levels of happiness and wellbeing.


| Indicators of Success | | |
|-----------------------|--|---|
| Output | Description | Impact |
| | Better relationship with central government regarding current and future service requirements and an emergency service which is fit for purpose VERIFICATION: Monitor emergency response statistics, conduct drills, and collect community feedback on emergency services. | Improved community safety and a decrease in disaster-related casualties and property damage |

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|---|--|--|--|--|--|--|---|---|--|
| <div></div> <div>EQUITY AND LOCAL ECONOMY</div> <div>OPL Principle</div> | <div>EQUITY AND LOCAL ECONOMY</div> <div>Creating safe, equitable places to live and work which support local prosperity and international fair trade</div> | | | | <div>GOAL</div> <div>1. Promote diversity and equality of opportunity across all abilities, gender, race, age and sexual orientation; 2. Create a vibrant and resilient economy where a significant proportion of money is spent locally; 3. Promote international trade that is conducted fairly and without exploitation.</div> | | | <div></div> <div>EQUITY AND LOCAL ECONOMY</div> <div>OPL Principle</div> | |
| | Outcomes/ Impact | | Action + Intervention | | Indicators of Success | | | | |
| | Title | Description | Title | Description | Output | Description | Impact | | |
| | CREATE BARBUDA TOURISM BRAND | Establish a distinctive Barbuda tourism brand integrating small-scale, local tourism accommodations into the community fabric | Develop the Barbuda tourism brand for usage across tourism and local products, aligning with the community's vision | Focus on developing with Antigua and Barbuda Tourist Board, a simpler product aligned to community paradigm and approach to environment; Create space for the sale of souvenirs and Barbuda products | | Operational Barbuda Tourism Brand and retail space for local souvenirs and products | Clear Barbuda Tourism model which is enabled and supported by all service providers in the tourism sector VERIFICATION: Track branding initiatives through marketing metrics, tourist surveys, and retail space utilisation rates. | | Community Tourism Increased number of tourists citing Barbuda's branding as a factor in their visit and growth in community-based tourism businesses and local employment opportunities. |
| | REGISTRATION OF BARBUDA TOUR GUIDES AND OPERATORS | Formalise a training and accreditation program for local tour guides and operators. | Tourism Training Programme; Train, examine, approve and register service providers | Develop and enforce a registration process for local tour guides and operators, akin to established practices in St. Johns Antigua. | | Official register of approved and accredited tour guides and operators. | Published list of Approved and accredited Tour Guides and Operators. | | Increased tourist engagement with organised tours, and elevated income for service providers and the Barbuda Council. |
| | ENABLE EXPERIENTIAL TOURISM | Develop and monetise tourism related land, coastal, lagoon and marine experiences; Develop experiential tourism offer in trekking, cross-country trails, diving, fishing, forest and coastal meditation and yoga, cultural heritage etc. | Design, train, and manage a suite of Barbuda experiences including trekking, diving, and cultural activities. | Develop list of organised and managed Barbuda experiences | | Approved list of organised Barbuda experiences. | "Increase in income to service providers and to Barbuda Council VERIFICATION: Document the development and launch of new experiential programs. Gather data on program participation and tourist engagement." | | Growth in tourism numbers engaging with land, sea, and lagoon experiences, leading to increased revenue for service providers. |
| | LIVING HERITAGE TOURISM | Promote living heritage tourism that respects and incorporates local cultural practices and spaces. | Formulate a Living Heritage Tourism program utilising the UNESCO Intangible Cultural Heritage framework. | Registration of Living Heritage Tours on Antigua and Barbuda Tourism website | | Increased interest and bookings for living heritage experiences on the island. | Adopting a living heritage approach to enable sustainable tourism on island VERIFICATION: Monitor bookings and utilisation of Living Heritage tours through the Antigua and Barbuda Tourism website. Collect qualitative feedback from participants on the authenticity and educational value of the experiences. | | A measurable increase in cultural tourism, with a corresponding rise in awareness of Barbuda's living heritage and economic benefits to local communities providing these heritage experiences. |

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|--------------------------|--|--|--|--|--|--|---|
| EQUITY AND LOCAL ECONOMY | <div></div> <div>EQUITY AND LOCAL ECONOMY</div> <div>Creating safe, equitable places to live and work which support local prosperity and international fair trade</div> | | | | <div></div> <div>GOAL</div> <div>1. Promote diversity and equality of opportunity across all abilities, gender, race, age and sexual orientation; 2. Create a vibrant and resilient economy where a significant proportion of money is spent locally; 3. Promote international trade that is conducted fairly and without exploitation.</div> | | |
| | Outcomes/ Impact | | Action + Intervention | | Indicators of Success | | |
| | Title | Description | Title | Description | Output | Description | Impact |
| | ENABLE COUNCIL & COMMUNITY ACCESS OF INNOVATIVE FINANCE THROUGH SIRF/ GEF/ GCF | Equip the Barbuda Council with access to SIRF/GEF/GCF funds to maintain the culture of ecosystem-based adaptation and protection. | Collaborate with the Department of Environment to secure funding for climate mitigation and adaptation projects. | Enable financial support for RAMSAR and coastal protection, such as the lagoon breach under the ecosystem-based adaptation and adaptive capacity of Barbuda's vulnerable community | Financial support obtained for critical projects like the RAMSAR lagoon breach. | "The lagoon breach within the RAMSAR is the greatest threat to the lagoon ecosystems and ecosystem services which livelihoods are dependent on VERIFICATION: Track funding applications and approvals for climate adaptation and mitigation projects. Review project implementation reports to assess the use of funds and the progress of initiatives." | " Strengthening of the local ecosystem's resilience to climate change. Long-term sustainability of community livelihoods supported by these environmental initiatives." |
| | FINANCIAL SUPPORT TO MICRO AND SMALL ENTERPRISES IN BARBUDA | Ensure equitable access to financial services for micro and small enterprises (MSE), with an emphasis on supporting women entrepreneurs. | Increase visibility and access to financial services for business development. | Improvement in visibility and access for Barbudan MSE to financial products and services that will enable growth and development of businesses | Number of MSEs that have successfully accessed financial services for growth. | " Data on the number and demographics of MSEs that gain access to financial services. VERIFICATION: Assessment of the impact of these services on business growth and development through periodic surveys and financial data." | Tangible growth in MSEs, with a particular focus on women-owned businesses, contributing to greater economic diversity and gender equality. |
| | ADULT EDUCATION SUPPORT | Expand adult education opportunities to enhance employability and support business growth. | Diversify adult education and skills training through local institutes. | Re-instate and diversify adult education and skills enabling classes through a local Harrison Centre Antigua and Barbuda Institute of Continuing Education | Increased adult engagement in educational and skills development programs. | "Increase in number of adults in Barbuda engaged in educational and skills support services and classes VERIFICATION: Record enrollment and completion rates of adult education programs. Conduct pre- and post-training surveys to measure skills acquisition and satisfaction." | Enhanced employability and economic opportunities for adults who participate in these programs, as evidenced by employment rates and earnings. |
| | IMPROVE EFFICIENCY OF | Upgrade the reliability and speed of telecommunication services across Barbuda. | Partner with service providers to enhance broadband services. | Work with APUA to enable broadband service on island via subsea cable to improve quality of telecommunications service on island for business, public services and general communication | Improvement in internet service quality and cost efficiency. | "Measure improvements in internet speed, reliability, and cost-effectiveness through technical audits and user feedback. VERIFICATION: Track the reduction in travel for basic services as a proxy for improved telecommunication services." | Increased access to online services for residents, reducing the need for physical travel and fostering economic efficiency. |
| | IMPROVED BANKING SERVICES AND OPTIONS | Enhance banking services and consider establishing a credit union. | Broaden access to banking facilities and services to facilitate local economic activities. | Improve services of current Antigua Commercial Bank to enable smooth business activities and the local economy and consider te formation of a credit union | Improved banking services with increased availability of ATMs and reduced need for travel. | Improved banking services for all Barbudans. Reducing the need to travel to Antigua to fulfil basic banking transactions VERIFICATION: Survey residents on the accessibility and convenience of banking services post-implementation. | Reduced logistical challenges and economic barriers for residents needing to conduct banking, leading to better financial inclusion. |
| | OPL Principle | | | | OPL Principle | | |
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|------------------------------|---|---|--|--|---|---|--|-----------------------|--|
| CULTURE AND COMMUNITY | CULTURE AND COMMUNITY | | | | GOAL | | | CULTURE AND COMMUNITY | |
| | Nurturing local identity and heritage, empowering the community and reigniting the Barbudan culture of sustainable living | | | | To foster a sense of place and belonging, to reconnect and reinforce pre-existing cultural framework of sustainable living and community connectivity | | | | |
| | Outcomes/ Impact | | Action + Intervention | | Indicators of Success | | | | |
| | Title | Description | Title | Description | Output | Description | Impact | | |
| | GOVERNANCE & LEADERSHIP | Establish a robust governance framework that enhances community wellbeing and economic growth, ensuring transparent service delivery. | Strengthen the governance structure as per the Barbuda Local Government Act (1976), and facilitate regular community reporting. | Enabling resilience w.r.t form, function and operational structure of the Barbuda Council, published roles and responsibilities for transparency and accountability; Clear structure for regular community updates to improve on transparency and accountability | | Fit-for-purpose governance structure aligned with the local government act, with clear roles and regular community updates. | Improved community communications and respect for councillors VERIFICATION: Monitor the frequency and quality of community reports and feedback sessions. | | Improved community trust and satisfaction in the local governance system, demonstrated through increased public engagement. |
| | HERITAGE PROTECTION | Document and protect all tangible and intangible components of Barbudan Heritage. | Register and georeference heritage sites and initiate community activities for cultural preservation. | Barbuda has several regionally important and significant archaeological sites which need to be protected and its artefacts safeguarded. Sites include Highlands, South East, East, Northwest coasts. Sites suffer from looting from non Barbudans; Protect oral and intangible heritage throughintergenerational cultural activities | | Comprehensive registration of heritage sites with robust cultural heritage appreciation among the youth. | Register of heritage sites to be uploaded to the DoE Environmental Information Management and Advisory System (EIMAS) site and with the Antigua and Barbuda National Commission for UNESCO. Set calendar events for cultural appreciation VERIFICATION: Assess the completion and public accessibility of the heritage register and track attendance at cultural events. | | Enhanced cultural awareness and preservation practices across generations, with increased pride and care for local heritage. |
| BARBUDA HERITAGE SPACE/PLACE | Create a dedicated space where visitors can learn about Barbuda’s cultural and historical heritage. | Develop and curate signage and displays in a designated area for heritage education. | Curation and development of appropriate signage in a designated space on island for vistors to learn about its heritage | | Establishment of a cultural heritage space with informative signage and trails. | Develop a suite of cultural heritage signage for display for visitors to learn about the cultural heritage of Barbuda. VERIFICATION: Evaluate visitor engagement and feedback on the heritage space and its educational impact. | Growth in cultural tourism and a deeper respect for Barbuda's unique heritage within the community. | | |
| HERITAGE MANAGEMENT TRAINING | Enhance local capacity for heritage management and conservation. | Facilitate heritage management training and build stronger ties with central government heritage departments. | Role to have oversight and responsibility for integrity of space, place et al, of Barbudan Heritage components. Enabling heritage protection through training of persons to have oversight of Barbudan heritage aspects and attributes | | A trained heritage management professional within the Barbuda Council. | Person to have oversight of all aspects of Barbudan Cultural heritage, inclusive of cultural events VERIFICATION: Track participation in training programs and apply new heritage management practices. | A greater sense of identity and cultural stewardship within the Barbuda community. | | |
| OPL Principle | | | | | | | | OPL Principle | |




CULTURE AND COMMUNITY

CULTURE AND COMMUNITY

Nurturing local identity and heritage, empowering the community and reigniting the Barbudan culture of sustainable living

| Outcomes/ Impact | | Action + Intervention | |
|----------------------------|---|--|---|
| Title | Description | Title | Description |
| YOUTH ENTREPRENEUR SUPPORT | Foster youth entrepreneurship through tailored educational programs and business support. | Reinstate entrepreneurship training programs and support structures for young businesspersons. | Support for young people in business and entrepreneurship. Reinstate ABICE programmes and programmes focused on entrepreneurship and business |
| DIASPORA | Engage the Barbudan diaspora in discussions on community growth and development. | Include diaspora perspectives in strategic planning for Barbuda's future. | Inclusion of Diaspora voices and opinions in discussions surrounding change and the future landscape of Barbuda development. |
| PUBLIC REALM | Enhance the public realm with effective urban planning and environmental design. | Implement green solutions for streetscapes and improve wayfinding through better signage. | Ecological solutions required to reduce impact of dust along streetscape. Signage lost due to hurricane Irma has not been replaced. Roads to the east of River Rd have no signage. Need to ensure signage is on all roads in Codrington et al |

OPL Principle




GOAL

To foster a sense of place and belonging, to reconnect and reinforce pre-existing cultural framework of sustainable living and community connectivity

| Indicators of Success | | |
|--|---|---|
| Output | Description | Impact |
| A supportive community environment and a business incubator for young entrepreneurs. | Develop an business incubator on island suported through ABICE and Antigua Barbuda Association of Small Business Owners (ABASBO) VERIFICATION: Monitor program enrollment, business startup rates, and track the progress of young entrepreneurs. | An increase in the number of successful youth-led startups and the measurable achievement of young entrepreneurs. |
| Strengthened connections and collaborative initiatives with the diaspora | Support from Diaspora groups VERIFICATION: Assessment of the integration of diaspora views into development plans and the response from diaspora groups. | A more unified community with a global network of support and engagement. |
| An improved public realm with ecological solutions and restored signage. | Appropriate planting and signage reinstated VERIFICATION: Evaluation and implementation of green solutions and the presence and clarity of signage. | A visually and functionally improved public space that enhances the community's quality of life. |

OPL Principle

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|-----------------|--|--|--|---|---|--|---|
| LAND AND NATURE | <div>LAND AND NATURE</div> <div>Protecting and restoring land and sea for the benefit of people and wildlife</div> | | | | <div>GOAL</div> <div>1. Ensure a positive contribution to local biodiversity; 2. Enhance 'ecosystem services' such as providing clean water and clean air; 3. Engage people in recognising the value of nature including its value to human health.</div> | | |
| | Outcomes/ Impact | | Action + Intervention | | Indicators of Success | | |
| | Title | Description | Title | Description | Output | Description | Impact |
| | PROTECTING TRADITIONAL USE OF LAND | Safeguard high-value cultural and natural areas to maintain biodiversity and heritage while allowing traditional land use. | Advocate for the designation of seven areas as protected by 2030. | Proposed Spatial Plan outlines areas of traditional use of land areas with high biodiversity, landscape and heritage value to be protected and respected; areas to employ aspects of ecosystem services such as agricultural areas; areas to protect from wanton development | A spatial plan that identifies and conserves areas of traditional land use, biodiversity, and heritage value. | Traditional areas are identified, documented and respected VERIFICATION: Utilise a constraints map to monitor and ensure sensitive areas are maintained as agreed. | Established and respected traditional areas with active management and community involvement in protection efforts. |
| | NATURE-BASED WATER MANAGEMENT SOLUTIONS | Implement nature-based solutions to mitigate floodwater and protect coastal regions. | Continue efforts to protect and maintain coastal wetlands, particularly on the eastern shore of the lagoon. | The ecosystem service of protection is extremely important for Codrington | Preservation and enhancement of coastal wetland ecosystems. | Wetlands maintained VERIFICATION: Regular assessment of wetland health and effectiveness in flood attenuation. | Enhanced coastal protection, with maintained wetlands contributing to flood mitigation and ecological balance. |
| | POST DISASTER RESPONSIBILITY FOR PROPERTY STATUS | Address the challenge of derelict buildings post-disaster, improving aesthetics and community pride. | Decide on a course of action for derelict properties, enabling their improvement or removal. | Solutions will need to be enabled by the Barbuda Council to alleviate this notable issue | Action plan for managing derelict buildings in Codrington. | There is need for a clear solution regarding the fate of derelict buildings throughout Codrington VERIFICATION: Track progress on the resolution of derelict properties and the improvement in streetscape aesthetics. | Improved community streetscape and pride through effective management of post-disaster property status. |
| | NEW DEVELOPMENT LEVY AGREEMENTS | Establish development levies to fund improvements in local infrastructure and amenities. | Create legally binding development levy agreements for new projects, to be ratified by amending relevant acts. | To be underpinned by the amendment to the Physical Planning Act 2003, as suggested by this Plan (see Vol 1). Such levy agreements are typically negotiated between the local planning authority and the developer. They are legally binding and enforceable, and failure to comply with the agreed-upon obligations can lead to significant consequences. | New development levies established and agreed upon in parliament. | New development levy agreed in parliament and the process for the levy administered through the local planning office and supported by the DCA as the national development control authority VERIFICATION: Monitor the negotiation and enforcement of levy agreements and their impact on community projects. | Enhanced community infrastructure and amenities, fostering economic growth and wellbeing. |
| | OPL Principle | | | | OPL Principle | | |
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LAND AND NATURE

Protecting and restoring land and sea for the benefit of people and wildlife

| Outcomes/ Impact | | Action + Intervention | |
|-----------------------|---|---|---|
| Title | Description | Title | Description |
| EFFICIENT USE OF LAND | Achieve a balance between development and conservation, creating functional and biodiverse community spaces. | Develop community plans that balance nature with development needs, promoting higher density and walkability. | Layout plans which enable people to talk to services and with green space and corridors which sustain local biodiversity |
| BARBUDA LAND RIGHTS | Establish with central Government, a clear, legally recognised framework for the land rights of Barbudans that honors historical occupation and collective environmental stewardship. | Facilitate discussions and negotiations to reach a consensus on land rights between the community, Barbuda Council, and Central Government. | This is a highly charged aspect which invokes strong responses from community, Barbuda Council and Central Government. The Barbudan Community have practiced a form of land stewardship which has served to protect and preserve ecosystems unseen today in the Caribbean, as the community depend on its integrity for survival, livelihood and protection. However, the land is subject to the laws of the land and as such, respectful discussions are needed, which allow both parties to reach consensus on rule of law and recognition of comunal practice. |

OPL Principle

| GOAL | | |
|--|---|--|
| 1. Ensure a positive contribution to local biodiversity; 2. Enhance 'ecosystem services' such as providing clean water and clean air; 3. Engage people in recognising the value of nature including its value to human health. | | |
| Indicators of Success | | |
| Output | Description | Impact |
| A spatial plan that integrates organic island growth with ecosystem and community needs. | Spatial plan that incorporates protected areas and areas safeguarded for ecosystem use and heritage; considers housing and public service needs of the community VERIFICATION: Evaluate the implementation of the spatial plan and its adherence to sustainable development principles. | Sustainable community development that facilitates movement and connectivity while protecting biodiversity. |
| A formal agreement on the rights of common land, stewardship, and ownership. | Contentious issue with opposing viewpoints on ownership and right to occupancy held by Central Government, legislative instruments and the Barbudan Community VERIFICATION: Document the negotiation process and agreement outcomes. | Strengthened community cohesion and a more harmonious relationship between Barbuda and Antigua though the Barbuda council and Central Government, with respect for the agreed position between the parties on traditional land rights. |



LAND AND NATURE

OPL Principle

LAND AND NATURE

Protecting and restoring land and sea for the benefit of people and wildlife

| Outcomes/ Impact | | Action + Intervention | |
|-----------------------------------|--|--|---|
| Title | Description | Title | Description |
| DESIGN & CONSTRUCTION STANDARDS | Ensure adherence to approved design and construction standards for all development on the island. | Implement a monitoring and enforcement system for construction standards. | All persons involved in building design and construction to demonstrate proof of knowledge regarding building codes and design standards for build in Barbuda |
| LAND OR PROPERTY LEVY | Generate revenue for Barbuda through a progressive property levy on dwellings and businesses. | Introduce a property levy under the Barbuda Local Government Act (1976). | Council to consider its powers under the Barbuda Local Government Act (1976) |
| | Adapt coastal development practices to account for dynamic coastal processes and climate change. | Enforce coastal setback and elevation requirements for all new coastal developments. | Coastal setback to be enforced as a design and build requirement for coastal developments in Antigua and Barbuda |
| SAFEGUARDS FOR CLIMATE CHALLENGES | Protect businesses, livelihoods, and public spaces from the impacts of climate change through informed planning. | Develop and mandate the use of Climate Risk and Vulnerability Assessment (CRVA) informed checklists for operational planning in sensitive areas. | Council to consider its powers under the Barbuda Local Government Act (1976) to issue checklist to safeguard business, livelihood and lives |

OPL Principle

GOAL

1. Ensure a positive contribution to local biodiversity;
2. Enhance 'ecosystem services' such as providing clean water and clean air;
3. Engage people in recognising the value of nature including its value to human health.

| Indicators of Success | | |
|--|--|--|
| Output | Description | Impact |
| Contractors and builders demonstrate compliance with the building codes and design standards | Barbuda Councillor responsible for works to ensure all contractors provide evidence of training and knowledge of the revised Antigua and Barbuda Building Guidelines; All drawings have been submitted to the Development Control Authority (DCA) for approval; that an approval document has been issuedby the DCA; and that a building officer has inspected sites under construction VERIFICATION: Inspect construction sites and review approval documents from the Development Control Authority | The establishment of more resilient building practices and construction controls in Barbuda. |
| Implementation of a new property and business levy. | Levy on dwellings VERIFICATION: Track revenue generated from the property levy and assess its impact on public services. | Increased funding for local government operations and improved community services. |
| Coastal development plans include mandatory setbacks and flood elevation designs. | Developments, especially in areas of high risk undertake to incorporate this brequirement into design VERIFICATION: Review development plans to ensure they incorporate climate adaptation measures. | Reduced vulnerability of coastal areas to sea-level rise and extreme weather events, minimising loss and damage. |
| Establishment of a Climate Challenge Planning Checklist for public and commercial use. | Checklist for business owners and public space VERIFICATION: Monitor the adoption and usage of the CRVA checklists in planning processes. | Enhanced resilience of communities and infrastructure to climate-related risks, safeguarding lives and property. |

OPL Principle

| SUSTAINABLE WATER | SUSTAINABLE WATER | | | |
|-------------------|---|---|---|--|
| | Using water efficiently, protecting local water resources and reducing flooding and drought | | | |
| | Outcomes/ Impact | | Action + Intervention | |
| | Title | Description | Title | Description |
| SUSTAINABLE WATER | WATER RESOURCES MANAGEMENT | Develop a robust water management framework with clear roles and a service level agreement to ensure sustainable water use and availability in Barbuda. | Establish a service level agreement with APUA for water volume and storage capacity. | Barbuda Council to have discussions with APUA, outline and agree roles, responsibilities for the safeguarding of the required standard of water quality and conveyancing as required by law and operational standards for public sanitation and health on island and obtain from AOUA who to engage if any remedial action becomes necessary, to ensure parity in water quality standards between Antigua and Barbuda. |
| | WATER QUALITY MANAGEMENT | Implement a quality assurance system for public water resources use, ensuring water quality and public health. | Obtain a service level agreement from CBH for safeguarding water quality. | Barbuda Council to have discussions with appropriate parties, outline and agree roles, responsibilities and who to engage any remedial action necessary to ensure parity in water quality standards between Antigua and Barbuda. |
| | WASTEWATER MANAGEMENT & SANITATION | Establish an effective sanitation management framework that minimises the impact on groundwater quality. | Obtain certification for wastewater systems for all new developments, ensuring the use of appropriate treatment technologies. | Barbuda Council to obtain certification of application of appropriate sized sanitation/ wastewater treatment system as proof of the use of water water treatment system in place for all new developments on island. Regular checks of boreholes for water quality to note any impact from wasterwater systems . |
| OPL Principle | | | | |

| SUSTAINABLE WATER | GOAL | | |
|-------------------|--|---|--|
| | 1. To have a positive impact on water management. 2. To use water efficiently. 3. To help avoid flooding or drought. | | |
| | Indicators of Success | | |
| | Output | Description | Impact |
| SUSTAINABLE WATER | Climate-resilient water supply infrastructure with defined management roles and standard operating procedures. | Management of water resource clearly outlined and understood by community VERIFICATION: Regularly review water resource management practices and service level agreement compliance | Enhanced water availability and storage that meets international standards and community needs. |
| | A clear structure for oversight of water quality management and public health assurance. | Government body with oversight of water quality and public health, CBH, clearly outlined and understood by community VERIFICATION: Conduct periodic water quality checks and oversee compliance with public health standards. | Improved control of water quality and reduced outbreaks of waterborne diseases post-storm events. |
| | No negative impact on groundwater quality from new developments post-major storm events. | No high faecal coliform / enterobacterial count following storm event VERIFICATION: Regular inspection of wastewater treatment systems and water quality testing in boreholes. | Improved groundwater quality Maintained groundwater quality and public health, even following severe weather conditions. |
| OPL Principle | | | |

SUSTAINABLE WATER

Using water efficiently, protecting local water resources and reducing flooding and drought

| Outcomes/ Impact | | Action + Intervention | |
|---------------------------------|--|--|--|
| Title | Description | Title | Description |
| WATERSHED PROTECTION | Protect watershed areas to maintain groundwater reserves and prevent contamination. Critical need to establish protection of precipitation infiltration zones on island. | Incorporate Barbuda into the National Watershed Management Plan with a focus on specific island challenges. | Manage land activities such as over pumping, use of certain deliterious agricultural compounds, septic tanks, waste oils and other petroleum based products to reduce contamination risk |
| EMERGENCY RESPONSE WATER SUPPLY | Ensure critical requirement for water hydrants on island to provide water supply for emergency response to fires. A reliable water supply for emergency firefighting is mandatory. | Partner with APUA to secure necessary water resources and infrastructure and maintain operational fire hydrants. | APUA to provide secure water resource and working fire hydrant to connect to |

GOAL

1. To have a positive impact on water management.
2. To use water efficiently.
3. To help avoid flooding or drought.

| Indicators of Success | | |
|--|--|--|
| Output | Description | Impact |
| Effective management of land activities to protect groundwater sources from contamination. | Identify protential point sources of groundwater contaminants and ensure appropriate management approach in place - bunding, offsite removal to a waster management facility (Barbuda or Antigua) ; Community awareness sensitisation VERIFICATION: Monitor and manage potential contamination sources, enforcing regulations and community awareness. | Comprehensive community response to watershed protection, safeguarding the island's water resources. |
| Readily available water resources for firefighting and operational hydrants. | "Hydrants installed for fire tender to replenish son board storage VERIFICATION: Verify the availability and functionality of fire hydrants and water storage for emergency services." " | Reduced risk of inadequate response to fires due to water supply issues, enhancing community safety. |

| LOCAL AND SUSTAINABLE FOOD | | | |
|---|---|---|---|
| Promoting sustainable, humane farming and healthy diets which are high in local, seasonal, organic food | | | |
| Outcomes/ Impact | | Action + Intervention | |
| Title | Description | Title | Description |
| PROTECT GOOD AGRICULTURE LAND | Secure prime agricultural land for sustainable farming and prevent it from being repurposed for non-agricultural development. | Include prime agricultural land in the development constraints map to enforce its dedicated use for agriculture. | Prime agriculture land included on constraints to development map to safeguard its footprint for agriculture only activities |
| SUSTAINABLE FARMING PRACTICES | Promote and maintain sustainable and organic farming methods to increase yields and reduce dependency on imported produce. | Advocate for and support farmers in the application of regenerative farming techniques that enhance soil health and optimise yield. | Encourage support to local farmers from IICA, CARDI to ensure good practices are being maintained but also supported |
| LOCAL & SEASONAL FOODS | Strengthen the local food supply chain and support traditional Barbudan agricultural practices. | Develop a cooperative framework for farmers to enable better planning and marketing of local and seasonal foods. | Local supermarkets on Codrington support local farmers and subsistence farmers and buy produce for onward sale in their shops. However, due to lack of surety, will augment with purchases from Antigua, supplied from Dominica. There is a need to have better planning and organisation to prevent same crops being grown so as to maximise on the return per farmer. Also need for marketing strategy to be developed. Young people would like to be involved in hydroponics and digital technology driven solutions |
| SUPPORT TO WILD-HARVESTED PRODUCTS | Enhance the marketability and cultural preservation of wild-harvested products as part of Barbuda's Living Heritage. | Create and implement a production, sanitary packaging, sales, and marketing plan for wild-harvested products. | Increased availability of locally made goods such as local wines and preserves from wild-harvested fruit to tourists and to Antigua; Maintenance of cultural traditions of wild-harvesting and preservation |

| GOAL | | |
|--|--|--|
| 1. Enable community to enjoy fresh, local, seasonal, healthy produce; 2. Promote healthy, balanced diets with high local vegetable protein as eaten in the past; 3. Promote sustainable farming which supports biodiversity and builds soils; 4. Reduce or eliminate food waste. | | |
| Indicators of Success | | |
| Output | Description | Impact |
| Official designation of agricultural land on development constraints map. | Delineated on development constraints map to protect against future development VERIFICATION: Monitor updates to the constraints map and enforcement of designated land use. | Long-term food security through the preservation of agricultural land and community support for sustainable farming practices. |
| Increased sustainable farming yields and the sale of locally produced organic farming yields. | Community buying more local produce without excessive use of chemicals to enhance yield VERIFICATION: Track farming practices, yield outcomes, and the proportion of local versus imported produce sold. | Strengthened food security and improved soil management, contributing to environmental sustainability and community health. |
| Formation of farmers' cooperative; increased local and seasonal food production. | Shorter supply chain for consumer in community provides benefit of guaranteed freshness; organic methodologies reduce exposure to pesticides/ insecticides et al, seed swaps, application of yield-optimisation techniques to support to maintain high quality and volume of crops VERIFICATION: Assessment of local food production rates, cooperative membership, and supply chain efficiency. | Enhanced local food availability in community markets, fostering self-reliance and cultural food traditions. |
| Development of a recognised brand and increased sales of wild-harvested products. | VERIFICATION: Monitor the production and sales metrics for wild-harvested goods and the implementation of marketing strategies. | Increased cultural pride and economic benefit from the sustainable use of wild-harvested resources. |

| LOCAL AND SUSTAINABLE FOOD <i>Promoting sustainable, humane farming and healthy diets which are high in local, seasonal, organic food</i> | | | |
|--|---|--|--|
| Outcomes/ Impact | | Action + Intervention | |
| Title | Description | Title | Description |
| FOOD STORAGE & PROCESSING | Develop infrastructure for processing and storage of local farm products to add value and reduce reliance on imports. | Construct dedicated agro-processing facilities for the hygienic preparation and packaging of agricultural and marine products. | Developing high value products through gentle processing - solar drying/ dehydration; pickling, salting curing ('corning'), canning, preserving, vacuum sealing. Applied to vegetable fruit, fish, seafood products. |
| HIGH VALUE CROPS | Increased economic growth and diversification through the export of high value crops. | Collaborate with local farmers and agricultural organisations to identify and cultivate high-value crops suitable for Barbuda's climate and soil conditions. | Work with IICA and CARDI and the local knowledge (LK) of local farmers to identify high value crops that grow well preferentially in Barbuda |
| SUSTAINABLE PELAGIC FISHING: | A more sustainable and profitable pelagic fishing industry with improved post-catch processing and market access. | Develop more sustainable pole and line fishing methods, and create better storage and processing facilities, as well as market routes for pelagic fish. | Support the development of pelagic fishing (offshore/deepwater) as a revenue stream. It employs more sustainable harvesting practices of pole and line fishing. More labour intensive but commands a higher market price |
| DEVELOP VALUE CHAIN FOR FISHERIES | Enhanced value chain for fisheries leading to increased income for fisherfolk. | Repair and expand storage and processing capabilities at the Fisheries complex. | Functional improvements in the Fisheries complex, increased business efficiency, higher quality of fishery products. |

| GOAL <i>1. Enable community to enjoy fresh, local, seasonal, healthy produce; 2. Promote healthy, balanced diets with high local vegetable protein as eaten in the past; 3. Promote sustainable farming which supports biodiversity and builds soils; 4. Reduce or eliminate food waste.</i> | | |
|---|--|--|
| Indicators of Success | | |
| Output | Description | Impact |
| An area dedicated to agro-processing with operational facilities. | Facilities to be constructed to facilitate the sanitary preparation and packaging for land and marine sourced food. The overarching sentiment is that effective storage and processing would reduce food waste and make Barbuda less reliant on imported processed goods. VERIFICATION: Evaluation of processing facilities, quality of products, and reduction in food waste. | Increased local income from value-added agricultural products and a decrease in food waste and import dependency. |
| Higher sales of high-value produce both off-island and to the local hotel industry; increased agricultural revenue from exports. A list of high-value crops identified for cultivation and export. | Increase in sale of high value produce off island and to hotel industry on island VERIFICATION: Market sales data analysis, agricultural export data tracking, hotel procurement records. | Sustained increase in farmers' income derived from high-value crops, growth in the agricultural sector, and a positive balance of trade related to these products. |
| Cold storage and flash-freeze facilities established, along with a consistent route to market for pelagic fish. | Facilities built to enable processing of pelagic yields. Cold storage/flash freeze facilities on S coast. Established route to market and sustainable revenue stream VERIFICATION: Monitoring the construction and operation of processing facilities, tracking sales and revenue data, and surveying fisherfolk income levels. | Increased income for the fishing community, especially benefiting older fishers, and a reduced environmental impact from fishing activities. |
| Upgraded facilities for storage and processing of fish and shellfish products. | Facilities at Fisheries Complex repaired and expanded to enable business to improve. VERIFICATION: Inspection reports, business performance metrics, quality control data. | Sustained increase in income for fisherfolk and better quality produce for local and export markets. |

| LOCAL AND SUSTAINABLE FOOD | | | |
|---|---|--|--|
| Promoting sustainable, humane farming and healthy diets which are high in local, seasonal, organic food | | | |
| Outcomes/ Impact | | Action + Intervention | |
| Title | Description | Title | Description |
| SUPPORT LOCAL SUSTAINABLE FOODS | Strengthened local food culture and a unique Barbuda brand experience through the promotion of local cuisine. | Highlight and integrate local flavours and cuisine into the hospitality industry to enhance the visitor experience and support local food producers. | Offer local flavours and cuisine to create a unique gastronomic experience for visitors and sustain local food culture |
| DEVELOP/ INCREASE KNOWLEDGE ON FOOD HANDLING AND PROCESSING SKILLS | Improved food handling and processing skills among local businesses and entrepreneurs. | Provide education and training opportunities in food handling, processing, farming, fishing, and hospitality. | Number of training opportunities provided and completed, increase in certified food handlers and processors. |

| GOAL | | |
|--|--|--|
| 1. Enable community to enjoy fresh, local, seasonal, healthy produce; 2. Promote healthy, balanced diets with high local vegetable protein as eaten in the past; 3. Promote sustainable farming which supports biodiversity and builds soils; 4. Reduce or eliminate food waste. | | |
| Indicators of Success | | |
| Output | Description | Impact |
| Increased visitor interest and satisfaction regarding local cuisine, more local produce being used in the hospitality industry. | Mainstreaming cuisine offerings which reflect local cultural heritage. VERIFICATION: Tourism feedback surveys, sales data of local cuisine offerings, cultural heritage assessments. | Development of a unique Barbuda brand experience that attracts more tourists and supports the local agriculture and fishing industries. |
| Career training programs, internships, apprenticeships, and educational opportunities related to food handling and processing. | Tracking enrollment and completion of training programs, certification records, feedback from program participants. | Enhanced skills in the local workforce leading to improved food safety, increased entrepreneurship, and economic development in the food sector. |

TRAVEL AND TRANSPORT

OPL Principle

TRAVEL AND TRANSPORT

Reducing the need to travel, encouraging walking, cycling and low-carbon transport

| Outcomes/ Impact | | Action + Intervention | |
|--------------------------------|---|---|--|
| Title | Description | Title | Description |
| UPGRADE OF ROADS AND DRAINAGE | Improved road infrastructure with adequate drainage to support current and future transportation needs. | Repair and upgrade roadways with a focus on strengthening and expanding the drainage systems. | Main roads have been severely damaged by heavy vehicles including trucks of high tonnage for investor development projects. This has had grave impact on their integrity, driveability and has increased statutory nuisances such as dust and noise. Properly constructed road with the strength to take heavy loading, plus appropriate drainage infrastructure is needed |
| PROGRESSIVE ROAD USER LEVY | A sustainable funding mechanism for road maintenance and encouragement of the use of eco-friendlier vehicles. | Introduce a tiered road user levy system based on vehicle size and emissions. | Progressive road user levy to underpin the transition to clean energy. The rationale to be communicated to the community with transparency on how the income arising will be used for road maintenance. |
| PLAN FOR FOSSIL FUEL REDUCTION | A strategic roadmap towards a fossil fuel-free transportation system by 2050. | Develop a comprehensive plan to phase out fossil fuels in transportation, drawing on lessons from Antigua's pilot e-vehicle scheme. | Plan should seek to learn from the pilot scheme for e-vehicles that was only conducted in Antigua |


TRAVEL AND TRANSPORT

OPL Principle

GOAL

1. Enable ease of walking and cycling, to reduce car dependence and the need for daily car travel ; 2. Promote non fossil fuel vehicles such as electric vehicles

| Indicators of Success | | |
|--|---|---|
| Output | Description | Impact |
| Reconstructed roads with new drainage systems. | Decreased road damage reports; reduced instances of flooding; positive community feedback on road conditions. VERIFICATION: Infrastructure inspection reports; maintenance costs tracking; community surveys. | Long-term cost savings on road maintenance; improved community health and property conditions. |
| Established progressive road user levy system. | Revenue generated from levies; reduction in high-emission vehicle usage; public acceptance of the levy system. VERIFICATION: Collection and analysis of road levy receipts; vehicle registration data; public opinion polls. | Improved road conditions and air quality; increased usage of cleaner, smaller vehicles. |
| A 2050 green energy transportation plan. | The number of electric vehicles and availability of charging infrastructure; uptake of alternative transportation methods like e-bikes and scooters. VERIFICATION: Tracking the number of electric vehicle registrations; mapping of EV charging station installations. | Increased adoption of electric vehicles; reduced carbon emissions from the transport sector; a shift in public transport norms. |


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| <div></div> <div>TRAVEL AND TRANSPORT</div> <div>OPL Principle</div> | <div>TRAVEL AND TRANSPORT</div> <div>Reducing the need to travel, encouraging walking, cycling and low-carbon transport</div> | | | |
| | Outcomes/ Impact | | Action + Intervention | |
| | Title | Description | Title | Description |
| | DEDICATED WALKING/ CYCLING ROUTES | Codrington and other built-up areas have a network of safe and attractive walking and cycling routes, reducing dependence on motorised transport. | Design and construct dedicated walking and cycling pathways to encourage active travel. | Community wholeheartedly supports the promotion of active travel, and the establishment of dedicated zones for these activities. By encouraging active travel and providing safe spaces for walking and cycling, Barbudacan advance its goals of becoming a green and sustainable island. |
| | | A fully accessible and equitable public transportation system that facilitates inclusive mobility and reduces the need for private vehicle ownership. | Adopt transportation services and design standards that cater to all users; introduce electric buses. | Community strongly supports providing transport for everyone. A comprehensive transport system not only facilitates economic activity but also promotes inclusivity by bridging potential divides within the community. Strong preference for electric buses. |
| | COMPACT AND CONSID-ERED DE-VELOPMENT LAYOUT | Development that minimises sprawl, promotes walkability, and facilitates community cohesion. | Implement a 15-minute neighbourhood framework ensuring amenities and services are within a short walking distance. | Increased number of neighbourhoods meeting the 15-minute criteria; resident satisfaction with access to services. |


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| <div>GOAL</div> <div>1. Enable ease of walking and cycling, to reduce car dependence and the need for daily car travel ; 2. Promote non fossil fuel vehicles such as electric vehicles</div> | | |
| Indicators of Success | | |
| Output | Description | Impact |
| Creation and implementation of pavement areas and cycle routes. | Increased length of dedicated walking and cycling routes; greater community engagement in active travel; reduced vehicle traffic. VERIFICATION: Measurement of pathway and cycle route lengths; surveys on community travel habits; traffic flow analysis. | A marked increase in the use of walking and cycling as primary transport modalities; enhanced community health and reduced carbon footprint. |
| An operational local transport system with a range of accessible vehicles, such as buses. | Proportion of the population using public transport; reduction in private car use; increase in the percentage of the public realm designed for pedestrians and cyclists. VERIFICATION: Public transport usage statistics; surveys on transport preferences; infrastructure usage data. | Enhanced community access to sustainable transportation and a significant shift towards a pedestrian and cyclist-friendly environment. |
| Adoption of the 15-minute neighbourhood framework in urban planning and development projects. | Community look and feel akin to Codrington of old; encouraging closer knit community. VERIFICATION: Urban planning assessments; community feedback; walkability surveys. | Improved ambulatory access and stronger community ties due to a compact urban layout. |

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| TRAVEL AND TRANSPORT |
| OPL Principle |

| MATERIALS AND PRODUCTS | | | |
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| Using materials from sustainable sources and promoting products which help people reduce consumption | | | |
| Outcomes/ Impact | | Action + Intervention | |
| Title | Description | Title | Description |
| BARBUDAN PORT OF ENTRY | Streamlined import process for Barbuda, reducing costs and improving equity in goods receipt. | Upgrade and restructure the port at River to handle international imports directly, including the establishment of a customs and excise office. | Barbudan port at River to be upgraded to directly receive international imports for Barbudans, not just for developers. |
| TRADITIONAL CRAFTS | Revitalisation of the traditional craft industry in Barbuda, leveraging sustainable local materials. | Identify and utilize natural materials from the island to develop a sustainable craft industry, ensuring training for Barbudans is on par with Antigua. | Identify natural materials that can be sustainably used to develop craft industry on island. Barbudans to have access to same level of training in this area as craftspersons in Antigua |
| CIRCULAR ECONOMY | An established circular economy on the island utilising local waste materials for new products. | Develop local products that repurpose waste materials, such as using glass cullet in construction. | Reduction in waste; quantity and range of circular economy products created; uptake of these products in local construction and other industries. |
| REDUCE WASTE + ADD VALUE | Reduced waste through the development of value-added local products, contributing to environmental sustainability and economic growth. | Develop local initiatives such as breweries with refillable bottles or draught beer systems to minimise waste. | Decrease waste and add value such as local brewery with refillable bottles or draught beers for bars and restaurants |

| GOAL | | |
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| 1. Reduce depletion of natural resources ; 2. Select materials and products which have positive social and environmental benefits; 3. Promote materials and products that are not toxic to humans and wildlife | | |
| Indicators of Success | | |
| Output | Description | Impact |
| An upgraded port facility capable of handling international shipments directly. | Percentage of goods imported directly to Barbuda; reduction in double-handling costs; equitable access to imports for all islanders. VERIFICATION: Customs and port authority import logs; cost analysis reports; stakeholder feedback. | Enhanced economic efficiency for Barbuda, increased autonomy in trade, and cost savings for local businesses and consumers. |
| A redeveloped craft industry using local natural materials. | Sustainability of materials used. VERIFICATION: Surveys and registration of local artisans; sales records; sustainability audits of materials. | Increased income for local artisans, preservation of cultural heritage, and promotion of sustainable practices in crafts. |
| Circular products created from the island's waste stream. | Reduction in waste; quantity and range of circular economy products created; uptake of these products in local construction and other industries. | Reduced environmental impact, increased sustainability in local industries, and promotion of a waste-to-resource mindset within the community. |
| New local products that contribute to waste reduction and offer added value. | Percentage of permanent building materials (by cost) that are sustainable; decrease in waste generated by the community; economic benefit from added-value products. VERIFICATION: Sales and distribution data for local products; waste reduction reports; financial impact analysis. | A more sustainable local economy with a reduced carbon footprint and increased local business opportunities. |

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| <div></div> <div>ZERO WASTE</div> <div>OPL Principle</div> | <div>ZERO WASTE</div> <div>Reducing consumption, re-using and recycling to achieve zero waste and zero pollution.</div> | | |
| | Outcomes/ Impact | | Action + Intervention |
| | Title | Description | TitleDescription |
| | IMPROVED MANAGE- MENT OF RECYCLABLES | Reduced landfill waste through effective recyclable waste management and establishment of a circular economy in Barbuda. | Develop a business plan for exporting recyclable waste to Antigua and creating local recycling initiatives. There is a high level of interest amongst the community in transitioning to a circular economy and support the development of local products from waste and other initiatives along the circularity continuum. |
| | WASTE SEG- REGATION | Enhanced recycling rates through effective segregation of waste materials. | Initiate glass and plastic separation and transportation to recycling facilities. Glass and plastic separation to be initiated in Barbuda with material baled and shipped to Antigua to the recycled waste facility of NSW. |
| | COMMUNITY CHARGE FOR WASTE COL- LECTION | Improved waste management and financial sustainability through incentivised waste separation by the community. | Implement a waste collection charge system with lower fees for separated waste. Even though this will set a precedent, as there is no charge for waste collection in Antigua, the Barbuda Council does not receive any proportional level of subsidy to cover solid waste management. As such the Council use a portion of the subvention funds towards general waste management. There is not plan or order for this and solid waste, especially regarding litter on streets remains a major problem and concern of all citizens of Barbuda. |

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| <div></div> <div>ZERO WASTE</div> <div>OPL Principle</div> | <div>GOAL</div> <div>Reduce wasteful consumption, to maximise upcycling, reuse and recycling and to aim for zero waste to landfill.</div> | | |
| | Indicators of Success | | |
| | Output | Description | Impact |
| | Organised system for organic waste management. | Percentage of waste diverted from landfill (by weight or value). VERIFICATION: Composting facility reports, biogas production data, waste weight/value assessments. | Decreased landfill reliance, improved soil health, and renewable energy generation. |
| | Improved landfill management systems. | Improvement in the overall management of waste on the island. VERIFICATION: Landfill operation logs, engineering reports, environmental impact assessments. | Safer, more efficient waste handling, and reduced environmental risks. |
| | Implementation of correct management processes at the landfill. | Reduced bird population and incidents at the landfill. VERIFICATION: Wildlife monitoring reports, landfill management audits. | Minimised risk of bird strikes at the nearby runway and improved landfill safety. |

ZERO CARBON ENERGY

Making buildings and manufacturing processes energy efficient and supplying all energy with renewables.

| Outcomes/ Impact | | Action + Intervention | |
|--------------------------|---|--|---|
| Title | Description | Title | Description |
| RENEWABLE ENERGY | Barbuda achieves 100% locally generated renewable energy by 2050 with robust infrastructure to support future energy needs. | Develop and implement the Barbuda Energy Transition Plan, including community sensitisation programs and pilot schemes for renewable technologies. | Community sensitisation to renewable energy strategy for island to reduce fuel costs; Trials for e-vehicles with charging point ; Trials for microwind turbines for farmers |
| SOLAR PV / SOLAR THERMAL | Widespread adoption of solar PV and solar hot water systems in all new building developments. | Development of new build policy | Policy requirement to underpin the plan for 100% locally generated renewable energy |
| PASSIVE COOLING | Reduced energy consumption for cooling through the integration of passive cooling designs in building regulations. | Building Design for reduced energy demand | Amend building regulations to include mandatory passive cooling measures for new constructions. |

OPL Principle

GOAL

To make buildings and manufacturing processes energy efficient and for all energy to be supplied by non-polluting renewable energy generated onsite or offsite.

| Indicators of Success | | |
|---|---|--|
| Output | Description | Impact |
| Comprehensive renewable energy strategy with full community engagement and infrastructure planning for e-mobility and energy storage. | Commitment and action at community, family and individual level regarding renewable energy. VERIFICATION: easurable increase in the percentage of energy from renewable sources on the island. Energy production and consumption data, pilot program reports, community engagement metrics. | Sustainable energy independence for Barbuda, reduction in fossil fuel costs, and a decrease in carbon emissions. |
| A policy framework supporting the integration of solar energy systems into new constructions. | Percentage of new buildings with installed solar PV or solar hot water systems. VERIFICATION: Building permit applications, construction industry reports, and utility records for new installations. | Increased clean energy generation capacity and energy efficiency in new buildings. |
| Revised building codes that require passive cooling designs to minimise the need for air conditioning. | "The number of individual units fitted with smart meters and energy monitoring sensors to track efficiency gains. VERIFICATION: Inspections of new buildings for compliance, installation records of smart meters and sensors." | Lowered energy consumption for cooling, leading to decreased electricity demand and environmental impact. |

OPL Principle



The Draft Development Plan for Barbuda was developed in consultation with the people of Barbuda, government representatives and other stakeholders. The Plan is based on the information available at the time of preparation and may become outdated. The government should be encouraged to verify and update information as needed. The government retains the final responsibility for decisions based on the plan.

#FutureBarbuda
Draft Development Plan

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#FUTUREBARBUDA

