

# NATIONAL STRATEGIC DEVELOPMENT PLAN GRENADA

## FOREWORD

### National Strategic Development Plan

In September 2004, Grenada was demolished by Category 3 Hurricane Ivan, which cost twenty-eight persons their lives and caused widespread destruction, destroying physical infrastructure and severely disrupting economic activity. Within 10 months, another hurricane (Emily) exacerbated the situation, reversing initial recovery progress, in particular destroying the food crop sector which was in the process of rehabilitation.

In the aftermath of Hurricane Ivan, and given the scale of the destruction, Government, with direct funding from the Canadian International Development Agency (CIDA), established the Agency for Reconstruction and Development (ARD), assigning to it the responsibility for spearheading the recovery process, in the context of “building back better”, and, inter alia, the mandate for initiating a National Strategic Development Planning Process. The Government of Grenada was of the view that the opportunity should be grasped to take a strategic approach to charting a course for the next phase of the country’s development. We sought the assistance of the international community in our reconstruction and development efforts. The Commonwealth Secretariat, under its Commonwealth Fund for Technical Cooperation, responded by providing Grenada with a number of experts, one of whom was assigned to lead the National Strategic Development Planning effort.

To date, Grenada has come a long way. This has been made possible by the resilience of our people and the ready assistance of the international community. Positive indications of Grenada’s progress are observed in improvements in the approach to human settlements, housing recovery, business recovery, the growth in the food crop sector, the restoration and improved quality of the hotel stock, and in our rising to the occasion of successfully hosting some of the Cricket World Cup Super 8 matches. While we note our achievements in these and other areas, we recognize that much more needs to be done both in the area of recovery and that of continued development. It is therefore with pride and hope that we welcome the finalization of the National Strategic Development Plan, which seeks to chart the way forward for the next phase of Grenada’s development.

The National Strategic Development Plan is national in scope and orientation. I am therefore pleased that the planning process has been widely consultative, embracing a wide cadre of stakeholders - the Private Sector, the Non-governmental sector, the Trade Unions, the Conference of Churches, the Economic Advisory Council, the Statutory Bodies, Parliamentarians and Political Parties and the Public Sector.

The National Strategic Development Plan addresses a comprehensive range of issues, goals, strategies, objectives and actions that are strategic in charting the course towards the social and economic advancement of Grenada, Carriacou and Petit Martinique.

Moreover, it is based on a shared vision and an enduring value system. The Government is committed to working with all stakeholders in implementing the Plan as we work towards achieving our national Vision:

*The Spice Isle of the Caribbean, embracing a rich heritage that nurtures community and family values, with a united, educated, spiritual and hospitable people, thriving in a peaceful, democratic environment, transformed by innovation, creativity, enterprise and equal opportunity for a better quality of life.*

The shared values are just as important as the infrastructure and economic proposals. It will be those values that we imbibe into our humanity, into our culture and into our educational and thought processes that will determine the quality of life for us as a people.

Honourable Keith C. Mitchell  
Prime Minister

**STATEMENT  
FROM  
HON. MINISTER FOR ECONOMIC DEVELOPMENT AND PLANNING**

During the first Stakeholder Workshop, which effectively launched the National Strategic Development Planning process, I emphasized the importance of Strategic Planning as a logical and coherent approach to the formulation and implementation of socio-economic development solutions. Importantly, I also noted that the Strategic Plan would be centred on Core Values. Those values, which characterize our society, would continue to bind our people, and serve as a motivating force for the young, thereby defining the future quality of our nation.

Observing that Strategic Planning is by definition collaborative and consultative, I had stressed that we should not plan for the people, but rather we must plan with the people. I am therefore pleased that the Process employed was widely consultative, engaging a wide cross section of entities in the formulation of the Vision, in the definition of the strategic goals and objectives, and in the development of the strategies for guiding Grenada in the decade ahead. The Action Plan that evolved from the Plan is also a work of detailed consultations.

The strengthening of the Planning machinery through the recent creation of the Ministry of Economic Development and Planning is timely in that it demonstrates Government's commitment to implementing the National Strategic Development Plan. This Government recognizes that a Plan is as good as its implementation. Locating the responsibility for the National Strategic Development Plan in the Ministry of Economic Development and Planning will establish the mechanisms for coordinating its implementation, monitoring, evaluation and revision.

While the Action Plan has outlined the responsibilities of the various Ministries, Departments and entities, certain planning functions will have to be undertaken at a central level. Critical among these will be the development of regional plans, rural development sub-plans, the development of local area plans and urban renewals to ensure that development initiatives and benefits are projected to the far reaches of the country. These initiatives will serve to integrate social development with economic and physical development and directly address rural development and poverty alleviation, ensuring a more equitable distribution of income and employment.

My Ministry is committed to the realization of such strategic approaches to our development.

Honourable Anthony Boatswain  
Minister for Economic Development and Planning

## Acknowledgements

The Agency for Reconstruction and Development is pleased to have coordinated the preparation of the National Strategic Development Plan, through a methodological and exhaustive process that ensured a highly consultative approach to its finalization. During a period that lasted approximately eighteen months, the process in Plan development entailed the following steps:

- research into the socio-economic situation, including the implications of global socio-economic trends
- presentation of a conceptual framework to the Cabinet
- the hosting of five Stakeholder Workshops involving facilitated working groups engaged in vision formulation, core values identification, an environmental scan and the identification of critical issues
- the synthesis of outcomes of the workshops with each succeeding workshop building on the work of the previous, so that by the end of Workshop 5, substantial progress had been made in terms of establishing the nucleus around which the Plan would be developed
- elaboration of goals, objectives and strategies by the Core Group consisting of representatives of the Public Sector, the Private Sector, the NGOs & the ARD
- presentation of the draft National Strategic Plan to the Multi-partite Committee
- elaboration of the Action Plan with time frames and responsibilities
- hosting the Review Workshop for the Core Group and the Public Sector
- presentation of the draft Plan to the Cabinet
- consultations with the Management Teams of the Ministries/Departments on the Action Plan

The Agency for Reconstruction and Development is confident that this exhaustive approach to the development of the National Strategic Development Plan has led to the development of an effective mechanism for:

- providing direction to the development effort
- ensuring the crucial link between the Plan and the budgetary process
- guiding the sectoral interventions of the ministries and the investment decisions of the Private Sector
- serving as an umbrella for the programmes of the civil society
- providing a framework for rural development and poverty alleviation
- improving aid effectiveness and assuring the international community of Grenada's determination in working towards achieving social and economic viability

The Agency for Reconstruction and Development acknowledges and thanks the Commonwealth Secretariat who, under the Commonwealth Fund for Technical Corporation (CFTC), provided a Macroeconomist/Planner, Dr Sylvia Charles to lead the National Strategic Planning Process. We also wish to thank the United Nations

Development Programme for providing short term assistance in the development of a concept paper on the participatory process.

We wish to express our gratitude to those groups/organizations and entities who gave of their time willingly in the development of the Vision, the identification of Grenada's strengths, weaknesses, threats and opportunities, as well as underscoring critical issues for inclusion in the Plan<sup>1</sup>. They include representatives of the Private Sector, Government Ministries, Statutory Organisations, the Non-governmental Organisations, Trade Unions, the Conference of Churches, the Economic Advisory Council as well as Parliamentarians and Political Parties. We also wish to acknowledge the contributions of the Hon. Prime Minister – Dr Keith Mitchell, the Hon. Minister for Planning and Finance – Anthony Boatman and the Hon. Minister with responsibility for Private Sector Development – Einstein Louison for delivering feature addresses at the Stakeholder Workshops.

A Core Group consisting of representatives of the Ministries, the Agency for Reconstruction and Development, the Private Sector and the Non-governmental Organisations worked with the Coordinator of the Strategic Planning process in the synthesis of outputs of the Workshops as well as in the development of the Plan. We wish to show our appreciation for their efforts.

The Multipartite Committee commented on the Plan verbally as well as submitted their comments through one of its members, Ms Sandra Ferguson. We are also grateful to the Committee for its interest in and over-sight functions in respect of the Plan.

Our appreciation is also extended to the Facilitators, drawn from the Agency of Reconstruction and Development, the Ministries and the Private Sector for their dedication to the Process. Finally we wish to thank the three Counterparts – Miss Georgia Wilson, Mrs Merina Jessamy and Mr Gregory Delsol who worked closely with the CFTC Macroeconomist/Planner on the planning process. We are also grateful to the ARD staff for their support.

We wish to thank the ARD Communications Specialist and the media for carrying news releases and interviews, which assisted in raising the profile of the planning activity and in garnering interest in the exercise.

Richardson Andrews  
Chief Executive Officer  
Agency for Reconstruction and Development

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<sup>1</sup> See Appendices 2, 3 & 4 for Process and List of participants, facilitators, Core Group and Ministries consulted

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## ACRONYMS

AEDP	Agricultural Enterprise Development Programme
ARD	Agency For Reconstruction And Development
BDU	Business Development Unit
BPO	Business Process Outsourcing
CARICOM	Caribbean Community and Common Market
CBOs	Community Based Organisations
CDB	Caribbean Development Bank
CFTC	Commonwealth Fund for Technical Cooperation
CSME	Caribbean Single Market and Economy
CSO	Central Statistical Office
CWIQ	Core Welfare Indicators Questionnaire
DHR	Department of Human Resources
ECCB	East Caribbean Central Bank
ECLAC	Economic Commission for Latin America and the Caribbean
FTAA	Free Trade Area of the Americas
GDP	Gross Domestic Product
GIDC	Grenada Industrial Development Corporation
HIV/AIDS	Human Immunodeficiency Virus/Acquired Immunodeficiency Syndrome
HRD	Human Resource Development
HRM	Human Resource Management
ICT	Information and Communication Technology
IMD	International Institute for Management Development
IMF	International Monetary Fund
MNIB	Marketing and National Importing Board
MOA	Ministry of Agriculture, Lands, Forestry, and Fisheries
MOE	Ministry of Education and Labour
MOH	Ministry of Health, Social Security, Environment & Ecclesiastical Affairs
MOT	Ministry of Tourism, Civil Aviation, Culture and the Performing Arts
MPs	Members of Parliament
NGOs	Non-governmental Organisations
NIS	National Insurance Scheme
OECD	Organisation for Economic Cooperation and Development
OECS	Organisation of Eastern Caribbean States
PEC	Public Education Committee
PPU	Physical Planning Unit
SARS	Severe Acute Respiratory Syndrome
SGU	St George's University
SPEED	Strategic Plan for Educational Enhancement and Development
SRC	Supreme Court Registry
tWRF	the Willie Redhead Foundation
UNCTAD	United Nations Conference on Trade and Development
UWI	University of the West Indies
WTO	World Trade Organisation

## EXECUTIVE SUMMARY

### THE VISION

*The Spice Isle of the Caribbean, embracing a rich heritage that nurtures community and family values, with a united, educated, spiritual and hospitable people, thriving in a peaceful democratic environment, transformed by innovation, creativity, enterprise and equal opportunity for a better quality of life.*

### Core Values

- Democracy
- Spirituality
- Ethics
- Diversity, unity, inclusiveness
- Good governance at National, Community & family levels
- Stewardship of natural, human and physical resources
- Sustainable environment
- Productivity, Competitiveness, Work Ethic
- Innovation, Creativity, Enterprise, Transformative Development
- Hospitality
- Peace and Security
- Resilience
- Respect for and promoting and recognizing Talents, Skills and Achievements
- Equal Opportunity
- Justice

### The Message

The purpose of the Vision is to provide a sense of direction to Grenada. The Vision should inform the objectives, strategies and policies of businesses, Government and civil society. At the family and community levels, it should inspire us to dream, achieve and to live in harmony. To the global audience of visitors, investors and trading partners, it should be inviting and should signal Grenada's role on the world stage.

### Grenada: Socio-economic Situation

This section indicates that global social, political, environmental and economic developments exert significant influences on the context in which planning and development take place in Grenada. It identifies global threats, namely terrorism, potential pandemics such as HIV/AIDS and Avian Flu as well as the recent spate of natural disasters and rising oil prices. It discusses the shifting economic balance indicated in strong output growth in India and China, whose advantages were built

around education and knowledge acquisition as well as competitive prices and producing to the requirements of the world market.

A brief examination of the Regional situation indicates a picture of declining fortunes, evidenced in slower growth, declining productivity and declining export performance, particularly in the goods producing sector. The lack of price competitiveness and reduced preferences serve to emphasize the need for the Region to identify its sources of competitiveness as a basis for locating new productive activities and exports.

An analysis of Grenada's socio-economic situation indicates that Grenada has had a relatively diversified economy and had achieved steady growth prior to the passage of Hurricane Ivan in 2004. Hurricane Ivan caused a reversal in output growth, indicated in a 6.9 per cent decline in GDP in 2004. However, buoyed up by an upsurge in construction activity, the economy is estimated to have rebounded with a 12.9 per cent growth rate in 2005.

This section also reviews other macro-economic indicators as well as the performance of individual economic and social sectors. With reference to the fiscal situation, it notes that Grenada has had a positive balance on its current account. However, as with virtually all aspects of the economy, the indicators were adversely affected by hurricanes Ivan and Emily. The performance of the export sector, which had been in decline prior to the passage of the Hurricane, is highlighted as critical in gauging the internal dynamic of the balance of payments.

The sector analyses capture the critical issues and, where applicable, ongoing initiatives.

### **Grenada's Potential and Challenges**

This section summarizes the findings of the SWOT Analysis, with the proviso that Grenada's development is integrally linked with finding strategies and mechanisms to enable it to build on its strengths, finding solutions to its weaknesses and grasping available opportunities presented by external circumstances. The following is an abstract of the findings.

#### Strengths

- Alluring natural and physical environment and cultural heritage (beaches, flora and fauna, unique towns, forts and buildings)
- Good road network

#### Weaknesses

- Difficult terrain, narrow roads and limited land space
- Inadequate social cohesion
- High cost structure
- Inadequacy of entrepreneurial talents and low value placed on entrepreneurship

#### Threats

- At risk to natural disasters
- Climate change

- Rising crime in the Region
- World Trade Organisation mandates

#### Opportunities

- Market access in the Caribbean Single Market and Economy (CSME)
- Linkages with emerging economies such as China
- Export of alternative remedies based on local herbs
- Tourism expansion

#### **Criteria for Identification of Priority Programme Areas**

- Identified in the Strategic Planning Workshops as strategic to the realization of the national Vision and Core Values
- Cross cutting issues e.g. gender, environment and poverty
- Priority sectoral issues – prerequisites to national development
- Contributing to the attainment of the Millennium Development Goals

#### **Priority Programme Areas**

- Economy and Poverty
- Social Capital
- Cultural capital
- Governance, Democracy, Peace and Security
- Youth Development
- Gender Issues
- Environment and Physical Development
- Tourism
- Agriculture
- Agro-processing
- Construction
- Economic Infrastructure

## **National Goals, Objectives and Strategies**

This section elaborates the goals, objectives and strategies relative to the above programme areas. It consists of twelve (12) goals, from which are derived objectives, strategies and an action plan. The following summarizes the programme goals and the headings under which the objectives and strategies are structured.

### **Economy and Poverty**

#### **Goal 1**

An economically transformed country and people centred development

- Productivity and competitiveness
- Innovation, creativity and enterprise
- Strategic economic initiatives and exports
  1. Development and expansion of the tourist industry,
  2. Promoting the higher education sector for generating foreign exchange earnings (in addition to serving national needs)
  3. ICT development
  4. Developing the entertainment sector as a business and export
  5. Developing sports as a viable industry
  6. Development of an offshore health sector
  7. Implementing the National Export Strategy
  8. Development of non-traditional agriculture
  9. Development of floriculture
- Human resource capital
- Macroeconomic management
- Investment promotion and financing
- Rural development and spatial balance
- Employment generation
- Socio-economic impact
- Poverty Reduction and equal opportunity

### **Social Capital**

#### **Goal 2**

A socially strengthened and cohesive society supported by an educated, trained and creative human resource and centred on ethics and integrity

- Family units
- Social cohesion
- Education and Human Resource Development
- Health and Well-being
- Human Settlements
- Physically challenged population
- Crime prevention and reduction

## **Cultural Capital**

### **Goal 3**

A culturally aware society with synergies between culture and economy

- Cultural renewal, awareness and identity
- Culture, livelihoods and development
- Institutional arrangements

## **Governance, Democracy, Peace and Security**

### **Goal 4**

Improved governance and democracy that is conducive to a peaceful, safe and secure environment with justice for all

- Transparency and accountability
- Participation, consultation and democracy
- Media coverage and responsibility
- Institutional strengthening in Government and Civil Society

## **Youth Development**

### **Goal 5**

A developed youth sector capable of participating in and benefiting from national development

- Early childhood development
- Reengineering education for youth development
- Training and skills development
- Sports, culture and entertainment
- Innovation and enterprise development
- Collaboration for youth development

## **Gender**

### **Goal 6**

Gender equity is ensured in promoting human rights and inclusiveness

- Non-discrimination
- Gender and work
- Gender, education and other critical areas
- Equity measures

## **Sustainable Environment and Physical Development**

### **Goal 7**

Environmental and physical development considerations integrally linked to national development

- Environmental awareness
- Enforcement of environmental protection laws
- Mainstreaming disaster risk reduction and environmental issues
- National Environmental Policy & Management Strategy
- National Physical Development Plan
- Urban Renewal and Restoration/Conservation of Towns
- Traffic Planning

## **Tourism**

### **Goal 8**

An enhanced tourism sector optimising its contribution to the country's socio-economic development and benchmarked against the best international standards

- Product definition and development
- Branding: Isle of Spice
- Expansion of Visitor Flow
- Upgrading Human Resources in Tourism
- Spatial Balance
- Environmental Management

## **Agriculture**

### **Goal 9**

An enhanced contribution of the agricultural sector to the national economy and to livelihoods

- Implementation of critical measures for reform of the agricultural sector
- Promoting youth engagement in agriculture
- Rehabilitation and reform of spice industries
- Promotion of non-traditional crops
- Institutional linkages
- Spice Isle branding
- Agricultural Financing

## **Agro-processing**

### **Goal 10**

An improved contribution of agro-industries to national development

- Development and promotion of unique product lines
- Promoting exports through addressing critical issues
- Stimulating raw material production
- Addressing training needs

## **Construction**

### **Goal 11**

A more efficient construction sector capable of responding to the requirements of reconstruction and national development

- Education and training for construction sector
- Promotion of transparent and enabling environment for construction sector
- Addressing shortage in raw material supplies
- Capacity building for settlement planning
- Improvement of regulatory and enforcement mechanisms in construction industry

## **Economic Infrastructure**

### **Goal 12**

An enhanced economic infrastructure sector supporting the country's development

- Evaluation of alternative energy options
- Addressing high cost of utilities
- Addressing the vulnerability of infrastructure to natural hazards
- Promoting flexibility in recruitment and training of staff in utility companies
- Planning for sustainable supply and quality of water
- Rationalising land survey and sale

## **Institutional Arrangements for Plan Implementation**

There is need for a dedicated planning agency to ensure the implementation of the Plan as well as to enable its monitoring and evaluation.

## VISION

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## THE MESSAGE

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The Vision and Core Values embrace and assign responsibilities to all stakeholders as follows:

All Grenadians

As a team, together we aspire and achieve

School children  
Youth

Embrace education, knowledge and creativity  
Aspire to leadership, be creative, develop healthy habits and a sense of fairness and reject crime

Public Sector	Contribute to effective policy formulation and implementation, ensuring efficient and equitable use of national resources and provide quality service to the public
Private Sector	Adopt ethical principles, efficiency and productivity to make Grenada globally competitive, while carrying out your social responsibility
Trade Unions	Partner with Government and the Private Sector to promote workers' rights and enhance productivity and competitiveness
NGOs	Preserve and build Grenada's heritage and engage communities in keeping Grenada peaceful and prosperous. Encourage and support the equitable distribution of wealth
All Leaders	Provide effective leadership, practice fairness and inclusiveness to bring out the best in your team
Parliamentarians and politicians	Practice good governance, crucial to security, prosperity and democracy. Promote ethics, efficiency, creativity, skills development and enterprise
Grenadians abroad	Use your talents, skills and resources for Grenada's development
Tourists	Grenada, the Spice Isle of the Caribbean, is differentiated from other destinations. It is safe, environmentally beautiful, has a unique heritage and hospitable people
Caribbean neighbours	Work with us for the common good. Grenada's development and dynamism will contribute to a strong Caribbean Region
Investors, trade partners and donors	Grenada offers a secure investment climate, espouses ethical and fair principles and invites you to partner with the Government and people of Grenada

# **GRENADA: SOCIO-ECONOMIC SITUATION**

## **INTRODUCTION**

Two hurricanes in the space of 10 months as well as recent and emerging global phenomena have contributed to defining Grenada's current socio-economic situation. Hurricane Ivan, which affected the island in September 2004, severely impacted the country's economic and social sectors, resulting in the contraction of the productive sectors, dislocating the labour force, and destroying schools, houses and buildings, as well as disrupting key infrastructure such as electricity and telephones. Hurricane Emily, which struck the country in July 2005, though not as destructive as the previous, affected the Northern part of the island and, in particular, the food crop sector, which was in the process of recovering from Hurricane Ivan. The damage to the economy is estimated at EC\$ 2.4 billion as a result of Hurricane Ivan with an additional EC\$ 140 million following the passage of Hurricane Emily. Fifty-eight per cent of the damage caused by Hurricane Ivan was attributed to the housing sector (Tables 10 & 11, Appendix 1).

## ***EXTERNAL ENVIRONMENT***

### Social, Environmental and Political Concerns

Global social, political, environmental and economic developments exert significant influences on the context in which planning and development take place in Grenada. At the current time, significant threats to global stability include terrorism, natural disasters and potential pandemics. There is an almost constant spectre of terrorism, as evidenced in the destruction of the World Trade Centre on September 11<sup>th</sup> 2001, in the bombing of property, chiefly hotels owned or occupied by Americans, the British and countries thought to be within a particular geo-political sphere (Turkey, Saudi Arabia, the Philippines, Bali) and the targeting of transport systems by terrorist groups or dissidents, resulting in injuries and the loss of lives (Spain and the United Kingdom). The September 11<sup>th</sup> incident in particular triggered a contraction in global travel, but particularly by Americans, thus leading to a decline in Grenada's earnings from tourism.

To these incidents must be added the increased prevalence and intensity of disasters as manifested in the recent hurricanes in the Americas, including Grenada, the Asian Tsunami and the Asian earthquake – all having taken place within the space of two years. The phenomena, whether cyclical or correlated with climate change and green house gases, have resulted in unprecedented loss of lives and property and are likely to have implications for global resource use. The allocation of resources will be affected not only in terms of the recovery and reconstruction efforts required, but also by the need to address vulnerabilities through a shift of resources to mitigation efforts.

Another phenomenon that has the potential for affecting Grenada's socio-economic fabric is that of the potential for pandemics such as HIV/AIDS, SARS and Avian Flu, which pose a global threat with implications not only for health, but also for human survival. For Grenada and other regional countries, planning for the possibility of an Avian Flu

pandemic is mandatory, requiring the use of novel measures and the allocation of scarce resources to deal with this emerging threat.

### Global Economic Trends

A survey of global economic trends provides important lessons as well as indicates potential avenues for re-positioning Grenada. One notes in this regard that in the decades covering 1950 to 2001, GDP grew at reasonably steady rates in the countries of the Organisation for Economic Cooperation and Development (OECD) and in Eastern Europe and Asia, in contrast to the situation in Africa and the Middle East (Shackman, Liu and Xun, 2005). However, the World economy is estimated to have experienced one of its strongest years of growth (5.1 per cent) in 2004, with the poorest countries showing signs of improvement (IMF, April 2005). An examination of underlying trends indicates a structural shift from agriculture towards services, with agriculture accounting for 27% of world economic activity in 1970, declining to 4% in 2001 and services increasing its share from 41% to 67% during the same period. The greater part of the shift has been observed in the developed countries, where agriculture's share in economic activity, already relatively low, declined from 7% in 1970 to 2% and that of services increased from 58% to 72%. The corresponding figures in the case of developing countries as a group were a decrease in agriculture's contribution to GDP from 27% to 11% and an increase in that of services from 41% to 52% (Shackman Liu and Xun, 2005). It should be noted, however, that the Caribbean services sectors, particularly in countries with large tourist industries, have exhibited a tendency to dominate economic activity, with rates ranging from 54% to 86% (Charles, 1994).

Aggregated indicators have masked some of the difficulties experienced by the world's leading economies over the last five to ten years. A case in point was the unexpected reversal of fortunes experienced by the East Asian countries in 1997/98. The Asian financial and economic crisis, which is said to have resulted from a lack of transparency and efficiency in the banking system, cross-share-holdings between the firms and the banking system that artificially shielded companies from competitive forces, as well as over investment in the boom years, led to the closure of several financial institutions and a contraction of economic activity. Indonesia fared the worst, while Taiwan, Korea and Thailand were also affected. Given the trade and investment links with Japan, the problems also spread to the latter. It also appears that Japan experienced similar institutional and structural problems. Significantly, it endured a long recession, showing signs of recovery only in 2005. The experience points to the need to maintain the integrity of the banking system and to promote transparency and efficiency in corporate dealings.

The world economy is characterized by divergent trends in that some of the more developed economies are experiencing difficulties, while other lesser developed are growing rapidly and increasing their share of world markets. The United States' economy, while growing at reasonably steady rates (2.7 per cent in 2003 and 4.0 per cent in 2004), has been plagued with significant fiscal and balance of payments deficits, while Germany has been associated with high unemployment and an uncompetitive industrial

structure. Against this background, China has emerged as one of the brighter lights, with impressive growth rates (9.5 per cent) in 2003 and 2004 (IMF, September 2005). Moreover, China's world competitiveness ranking improved from 29 in 2003 to 24 in 2004 (IMD) and its share in the major markets of the United States, the European Union and Japan increased significantly between 1970 and 2003 (Angang, Hu. *China's Competitiveness: Present and Future*, Tsinghua University (Centre for China Study).

India, another country that has been experiencing a growth spurt (7.4 and 7.3 per cent in 2003 and 2004), has emerged as a leading host of out-sourced services and business processes, with its services sector growing more rapidly than the rest of the economy. It is recognized for its competency in IT-enabled processes and for having developed a successful film industry. The East Asian countries have resumed their growth path and have shown signs of their earlier competitiveness, with Korea building a competitive service industry - leading in Internet gaming and developing a significant film industry.

In examining the experiences of individual countries, however, one should be mindful of their strengths as well as of their weaknesses. Both China and India have regions and segments of their population that have not been affected by the high growth activity. Moreover, India is said to have developed its tertiary education sector at the expense of the lower tiers. Grenada, in developing its strategies, would need to avoid such regional disparities and other inequities.

Other significant features of the global economy that will have direct implications for Grenada include trends in oil prices and global trading arrangements. The hurricane disasters referred to above have combined with conflicts to exacerbate the supply problems already latent in the oil market. It is argued that the world economy is vulnerable to oil price volatility, given supply constraints in that supply and demand are roughly in balance, leaving little room for manoeuvre (IMF, 2005). The main disruptions have occurred in the Gulf of Mexico, which has experienced some severe hurricanes during 2004 and 2005. However, conflicts in oil producing regions, such as Nigeria, have also exerted an impact on oil production. The resulting increases in the price of oil have exerted an upward pressure on prices in transportation and oil-intensive sectors, with the potential for impacting on the general price level.

Global and regional trading arrangements, the World Trade Organisation (WTO) rules and mandates, the Caribbean Single Market and Economy (CSME) and the Free Trade Area of the Americas (FTAA) will have significant impacts on the economic outlook for Grenada, requiring the latter to become more competitive in order to carve out a niche in external markets. These arrangements present opportunities as well as threats in that while potentially they open up markets for Grenada, they also call for a removal of preferences that it has enjoyed in the past. The main challenge for Grenada is that of achieving competitiveness in non-traditional exports so that it can be a major player within the CSME and other markets and retaining its market share in traditional exports such as cocoa and nutmeg.

## Sources of Competitiveness

An examination of the sources of competitiveness in the emerging economies might be instructive. India's advantages are built on promoting a high level of skills in particular in software engineering and IT-enabled activities, as well as its relatively low wage costs. Its competitive advantage has evolved over time, achieving impressive growth in the export of Business Process Outsourcing (BPO) services. Globally, there has been considerable growth in the decoupling of non-core business processes in both the manufacturing and services industries and India has been a beneficiary of this movement. India has an advantage in highly skilled, medium and lesser skilled human resources and has moved beyond the low-end activities (e.g. data entry) to the higher end such as customer care, human resource management and product development ("Sustaining India's Services Revolution: External and Domestic Challenges").

China has attracted the highest level of Foreign Direct Investment among developing countries and its exports grew at an annual rate of 17 per cent between 1993 and 2002 (Yueh, Linda. *Globalisation and growth in China* (14<sup>th</sup> CDB Special Discussion Forum, 2006). Its advantage lies mainly in the production of manufacturing goods at a competitive cost. Education enrolment is high, particularly at primary and secondary levels. While its tertiary education lags behind that of the OECD countries, it produces 2 million graduates in the sciences and engineering annually (Yueh, op cit).

The competitiveness of the Asian countries on the whole appears to be built on investment in knowledge and skills. The importance of providing extensive education coverage has been emphasized. It has been observed that the East Asian countries have invested heavily in primary and secondary education and that adult literacy rates are as high as 98 per cent in Korea, 94 per cent in Thailand and 84 per cent in Indonesia, as against 52 per cent in India. India, while investing much less in primary education (US\$50 per primary school pupil in 1995), has produced a cadre of highly trained persons, which together with its English speaking population segments, have placed it in a competitive position in terms of sourcing IT and BPO jobs. Korea's focus on comprehensive basic education and increased education equity has been identified as the basis for sustained and broad based economic growth (Thomas, Vinod. World Bank Institute).

Another feature of East Asia and the emerging South Asian economies is that, while manufacturing represents a high proportion of exports, products with a high level of technology and science account for an increasing share of the Region's exports (Swamnathan Aiyar in World Bank. Development Outreach Winter 2000: Putting Knowledge to Work for Development – Special Report South and East Asia: <http://www.ccs.tsinghua.edu.cn>). China for example experienced a shift in comparative advantage during the period 1985 – 2000. In 1985, its comparative advantage (1.50) was in the export of primary products, while in 2000 it had a comparative advantage (3.07) in the export of low-tech manufactured goods. However, it is noticeable that its comparative advantage in the manufacture of high-tech goods had increased steadily

between 1985 (0.25) and 2000 (0.98) (UNCTAD in Angang, Hu. *China's Competitiveness: present and future*, Centre for China Studies).

A comparison of wage rates serves to indicate one of the advantages possessed by India and China. The average monthly manufacturing wage paid in China in 2002 was US\$ 104<sup>2</sup>. Inflating wages by the consumer price indices for the relevant years, the average wage in 2005 is assumed to be US\$120<sup>3</sup>. The comparative average manufacturing wage paid in Grenada in 2005 is US\$ 499 (NIS, Grenada). The following table indicates the wage rates paid in China and India for selected categories of managerial and professional employees.

**Table 1: Average Annual Base Pay for Various Jobs in China and India (US\$) 2005**

Position	China	India
HR Manager	32 000	15 100
Marketing Manager	25 000	14 300
Project Manager	23 400	10 000
Software Development Engineer	13 400	10 300
Financial Analyst	13 200	8 400
Accountant	9 000	5 700
Senior Customer Service Officer	8 300	8 200
Sales Representative	5 100	4 700
Customer Service Assistant	2 400	1 600
Production Worker (skilled)	2 300	1 900

Source: "Survey reveals wage costs are higher in China than India" in <http://www.mercerhr.co.in/summary.jhtml;jsessionid=VIPI1WU5WEJ3MCTGOUGCHP...10/11/2006>

It may be said that both India and China have derived their advantage from a combination of competitive cost structures and an ability to produce to the requirements of the world market. Key points for consideration

- Human resource development will be necessary to build competitiveness

<sup>2</sup> Banister, Judith in <http://www.bls.gov/fls/Chinareport.pdf>

<sup>3</sup> CPI 2003: 101.2; 2004: 104; 2005: 101.8 (World Bank).

- Identifying market requirements and gearing up to meet them is critical
- Comparative advantage is dynamic, a factor that has to be borne in mind in attempts at keeping up with or gaining ground on competitors.

## **REGIONAL SITUATION**

As a member of the Caribbean Common Market and Community (CARICOM) and the Organisation of East Caribbean States (OECS), Grenada has certain regional obligations. It is also in both a complementary and competitive relationship with its regional partners. Given that the OECS is a Common Market within a larger Common Market, with special and differential treatment being accorded it, its members would need to work much harder at achieving competitiveness within the context of the Caribbean Single Market and Economy, which was launched in January 2006<sup>4</sup>.

For the CARICOM region as a whole, the economic picture is one of declining fortunes in the 1990s relative to the 1980s, evidenced in slower growth, declining total factor productivity and declining export performance, particularly in the goods producing sector (World Bank, 2005). The lack of price competitiveness and reduced preferential treatment has been cited as the reasons for the decline in the export sector. In the case of services, tourism, the main contributor, has generated employment and a positive balance on the current account of the balance of payments. However, the OECS countries lost market share in this industry between the 1980s and the 1990s. It has been suggested that these countries have maintained growth through governments incurring high and unsustainable debt ratios (World Bank, 2005). The CARICOM/OECS Region then, stands out as one that needs to identify its sources of competitiveness as a basis for locating new productive activities and exports.

## **GRENADA: MACRO-ECONOMIC ANALYSIS**

Grenada has had a relatively diversified economic structure, based on the contributions of agriculture, manufacturing, tourism, construction, communications, transportation and government. Its economy experienced impressive growth during 1997 and 2000, a period of relative stability, with real GDP growing from 4.42% to approximately 7% (Tables 2 & 3, Appendix 1). As might be expected after the September 11<sup>th</sup> disaster in the United States, one of the leading tourist markets, GDP is estimated to have declined by 4.36% in 2001. In addition, the transportation and construction sectors, which are linked with the travel and tourist sectors, were adversely affected by the September 11<sup>th</sup> disaster. Signs of recovery were evidenced in the Years 2002 and 2003, mainly as a result of the upturn in tourism. Grenada however suffered a major set back with the passage of Hurricane Ivan in September 2004. It is estimated that Grenada's real GDP declined by 6.9 per cent in 2004.

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<sup>4</sup> OECS countries, however, signed on at the end of June, 2006

Agriculture had been in decline before the passing of hurricanes Ivan and Emily despite showing good growth in 2002. Agricultural output declined by 7.33 per cent in 2004 and significantly more (38 per cent) in 2005. The tourist sector, whose positive contribution in 2003 turned negative in 2004, showed a significant decline of 42.5 per cent in 2005, as most accommodation establishments remained inoperative until the winter season of 2005. In the case of manufacturing, the sector, which had been in decline from 2001 to 2003, experienced a further decline in 2004.

The economy is estimated to have rebounded with a growth rate of 12.9 per cent in 2005, mainly as a result of the extensive rehabilitation and reconstruction programme necessitated by the hurricanes. As might be expected, the construction sector was the main contributor, with an estimated 91 per cent increase in output in 2005. In keeping with the increased construction activity, the retail and wholesale sector also showed appreciable growth. The manufacturing sector also grew by 18.8 per cent reflecting the increased demand for chemicals and paints for use in the reconstruction programme.

### Exports and Balance of Payments

Grenada registered a deficit on the balance of payments on current account over the period 1998 to 2005. The services sector, mainly tourism, has accounted for a net positive balance, while the visible balance of trade has been in deficit estimated at EC\$ 488 million in 2003, the year prior to the Hurricane. The current account balance improved in 2004, largely as a result of a substantial increase in remittances and insurance payments. Current transfers increased 232 per cent in 2004. This contributed to the deficit on current account declining to EC\$ million 159.2. The balance on current account again deteriorated in 2005, mainly as a result of a further decline in exports of goods and services. The overall balance of payments has been positive for most of the period, largely as a result of inflows of direct investment and capital transfers. Negative overall balances were however, recorded in 2003 and 2005 (Table 4, Appendix 1).

In determining the economy's internal dynamic, it is necessary to focus on the factors underlying the current account. It will be observed that the value of domestic exports has been in decline in the pre-hurricane period, during the years 2001 to 2003. Agricultural exports declined from a value of EC\$54.5 million in 2001 to 46.3 million in 2003. Similarly, manufacturing exports indicated a significant decrease in value from EC\$ 93.8 million in 2001 to EC\$ 33.9 million in 2003 (Table 5). On closer examination, some volatility in the export prices of agricultural products can be observed in the period 1998 to 2004 (Table 6, Appendix 1). In terms of individual crops, the volatility is evidenced in the case of nutmegs and mace, but less so in the case of cocoa. A longer data series would have been more useful, however.

Needless to say, the hurricanes have adversely affected Grenada's export performance and its balance of payments. Its major export crops –nutmeg, cocoa, mace and bananas – as well as its main service export – tourism all contracted as a result of the hurricanes.

## Fiscal Situation

An examination of the public finances indicates that Grenada registered a positive balance on current account during 2000 and 2003 (Table 7, Appendix 1). In 2004, however, it recorded a deficit of EC\$ 28.4 million. A surplus of EC\$ 60.6 million was recorded in 2005 mainly as a result of the collection of arrears and strong growth in imports stimulated by the reconstruction requirements (Estimates of Revenue and Expenditure for the year 2006). As tends to be the case for most developing countries, the overall fiscal balance is negative. However sharp increases in the deficit are noticeable in 2001 and 2002, while an improvement is observed in 2003. The public debt, while considered to be sustainable, showed a tendency to rise over the period 2001 – 2003. By 2004, having reached a debt/GDP ratio of 129%, it was considered unsustainable. Debt servicing, which increased from 18% in 2001 to 34% in 2003 and was budgeted at 35% in 2004, accounts for large portions of the current expenditure. However, in November 2005 Government of Grenada negotiated a debt re-scheduling agreement with its commercial creditors resulting in savings in debt servicing of US\$ 135 million over a ten year period (Budget Speech 2006). It also negotiated debt relief with the Paris Club in 2006.

The General Consumption Tax on imports is the highest single component of government revenue, contributing 27 – 29 per cent of revenues. Import duties accounted for 11 per cent of revenue in 2001 and 2002, and an estimated 13 per cent in 2003. On the whole, taxes on international trade and transactions contribute 49 – 54 per cent of current revenue. Corporate taxes account for 10% of revenue, while personal income tax accounts for 3.2%. The General Consumption Tax on domestic goods contributes approximately 9% to total revenues (Government of Grenada Estimates of Revenue and Expenditure).

With the exception of the year 1991, physical infrastructure received the largest share of capital expenditure, ranging from 25 per cent to 64 per cent of total actual and budgeted capital expenditure during the period 1990 to 2005. This reflects a policy of providing the economic infrastructure to stimulate private sector development. Agriculture received the highest allocation in 1991 at 35 per cent and received the second largest allocation for most of the period (Memorandum on the Estimates of Revenues and Expenditures for 1990 to 2005 compiled in Policy Division, Prime Minister's Office).

## Employment

The National Insurance Scheme and the Central Statistical Office conducted a survey of employers in October 2004, in the aftermath of Hurricane Ivan. Conducted among 1839 employers and covering 15,471 employees, the survey indicated that a total of 3461 persons had been displaced in some way. Two thousand, four hundred and forty nine (2449) employees had been temporarily dislocated, while 496 had been severed and 516 had been placed on reduced hours or reduced pay. The sectoral breakdown of the data indicated that the bulk of the permanently displaced were in the manufacturing and retail sectors, while most of those temporarily out of work had been employed in the hospitality

and the transport and communications sectors. The data also showed that females constituted 54 per cent of the displaced workers<sup>5</sup>. Based on contribution income as well as the number of contributing employers, the construction sector was the main employer in the post-hurricane period (Tables 8 & 9).

The unemployment rate was estimated at 18.8 per cent in 2005 by the Core Welfare Indicators Questionnaire Survey (CWIQ), which also informed that 23 per cent of the employed were to be found in the construction sector and 21 per cent were engaged in the services sector. There tends to be a gender division of labour, as indicated in the cases of the construction and wholesale and retail sectors. Thirty-seven per cent of males worked in the construction sector as against 2 per cent of females. On the other hand, 6 per cent of males were employed in the wholesale and retail sector, compared with 13 per cent in the case of females. In addition 2 per cent of males were engaged in the hotel and restaurant sector as opposed to 9 per cent of females. The survey also suggested that private firms employed the highest percentage of workers, as well as more males than females. On the other hand, more females (23 per cent) relative to males (12 per cent) were engaged in the Government Sector.

## ***ECONOMIC SECTOR ANALYSIS***

### Agriculture

The agricultural sector has been an important contributor to the Grenadian economy in terms of its contribution to Gross Domestic Product (9% in 2003), employment, income and foreign exchange earnings. The sub-sector components indicate that nutmegs made up 59% of agricultural exports in 2003, cocoa (7%), mace (7%) and fish (25%). Agricultural exports have shown a decline in value over the period 2001 to 2005, thus contributing to the declining balance of trade over the same period. Both price and quantity have shown some volatility over the period 1998 to 2005 (Tables 5 & 6).

It is estimated that 81 per cent of farmers constitute the main breadwinners in their households and that each breadwinner has approximately 3 dependents, thus underlining the socio-economic significance of the sector (ARD, *Grenada land utilization survey 2005*). Based on the ARD Land utilization survey, over two-thirds of farmers engage in agriculture on a full time basis. Other relevant data emanating from the survey suggest that the majority of farms (71%) are less than five acres in size and that most farmers (77%) have not advanced beyond the primary level of education. Moreover the survey has confirmed a long held view of an aging farming population.

The issues facing the agricultural sector are:

- Declining production levels, compounded by the passage of two hurricanes in ten months, leading to the destruction of an estimated 50 per cent of nutmeg trees and 25 - 40 % of cocoa (ARD, Draft Agricultural Policy and Strategy Paper)

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- An aging farming population, with average age estimated at 53.76 years, which raises questions concerning the strategies for attracting the younger labour force into agriculture
- A limited coverage of the population by extension services
- High cost of and scarcity of labour
- How to create a knowledge intensive sector focused on scientific application, identification of opportunities, enhancing food security and export competitiveness
- Providing technical solutions and evidence in relation to the appropriate farm size and cropping patterns

A draft policy and strategy document, aimed at addressing these issues, has been prepared. An Agricultural Enterprise Development Programme is being proposed with the intention of promoting a commercial approach to farming. This is centred on a farming systems approach, farm planning, extension and marketing. The policy objectives have been identified as:

- To develop appropriate farming systems for the replanting of nutmeg, cocoa and bananas, capable of supplying increased volumes of raw materials to industries in Grenada and also for export
- To establish a non traditional tree crop (fruits) sector capable of supplying raw materials to industries, and fresh produce to the local and regional markets
- To establish a modern livestock sector that will provide quality meat to satisfy the local market
- To establish a modern fishing sector through conservation of renewable resources and improved marketing and management of physical assets within the industry
- To improve the national food security status
- To enhance the capability of the institutional framework and associated staff to provide a more effective service to the agricultural sector
- To overcome the primary constraints to production, of labour availability and to industrialize production systems through the introduction of improved mechanization
- Improving the economic viability and returns to agricultural production by promoting value added in key products
- To upgrade agricultural infrastructure (ARD, Draft *Modernising Agriculture in Grenada: a national policy and strategy*).

## Tourism

Grenada's tourist sector consists of a variety of sub-sectors including accommodation, restaurants, yachting and cruise tourism, water sports, ground transport, craft and curios and entertainment. However, measures of economic contribution are for the most part confined to the accommodation and food and beverage sector. Even on the basis of this limited measure, tourism is seen to contribute significantly to output, employment and foreign exchange.

Most tourism indicators point to a sector whose contribution to the economy had increased significantly from the early 1990s to 2000. The number of stay-over visitors increased from 93 919 in 1993 to 128 864 in 2000, declining to 123 351 in 2001 as a result of a global decline in travel related to the September 11 disaster. Similarly tourist expenditure is estimated to have increased from EC\$ 130 million to EC\$ 481 million in 2000. The number employed in the sector is estimated to have risen 28 per cent between 1993 and 2000. The number of tourism accommodation establishments also increased from 70 in 1993 to 81 in 2000. The room stock was augmented from 1428 to 1822 over the same period, but failed to reach the target set in the Tourism Master Plan.

In the current period, the industry operators have identified a 100 per cent increase in rooms as being optimal for the sector. The average occupancy rate has varied from a low of 61 per cent in 1996 to a high of 71 per cent in 2000 (ECLAC in OECS Damage Assessment Report). The sector, although relatively small, has contributed significantly to the Gross Domestic Product, incomes and employment.

The tourist sector was significantly damaged by Hurricane Ivan. Combined direct and indirect damage sustained by the accommodation sub-sector, with 55 per cent of the room stock affected, is estimated at EC\$ 264.3 million. As at the Winter Season of 2005/2006, approximately 85 per cent had been rehabilitated. There is some indication that some properties have been over-hauled to offer an improved product. Moreover, one has been upgraded to the status of Five Star.

The main issues confronting the sector are:

- How to optimise the sector's contribution to the economy
- How to develop a brand of tourism that engages the communities as actors as well as beneficiaries of the industry
- How to develop linkages between the sector and others, for example agriculture, natural and historical attractions
- How to develop the linkage between tourism and the environment in a way that is mutually reinforcing

## Manufacturing

The manufacturing sector consists of a variety of products, namely wheat flour, brewery industry, bottled water, clothing, paints and chemicals. While small, the sector has contributed to the diversification of the economy. However, it has been in decline and faces strong competition with the advent of the CSME and in particular from neighbouring Trinidad, which has considerable cost advantages. Grenada, nevertheless, has negotiated a ten-year period during which selected manufacturing industries will be given an opportunity to reorganize and be better able to cope with the full implementation of the CSME. The issues facing the sector include:

- The need to rapidly reorganize and adopt innovative and knowledge driven approaches in order to meet the regional and global challenges
- The need to seek opportunities for regional and global partnerships
- A sub-optimal investment climate
- The need for creative entrepreneurship and for incentives to encourage this.

## Poverty and Rural Development

The last poverty assessment survey (1999) indicated that 32 per cent of the population lived below the poverty line and that poverty was most prevalent in the rural parishes of St Mark's, St Patrick's and St Andrews's. It also suggested that its incidence was highest among women. The Core Welfare Indicators Survey (2005) served to emphasize the regional and gender disparities in terms of access to resources and infrastructure. These findings underscore the need to address gender and rural/regional issues in development policy and planning.

# **SOCIAL SECTORS**

## Education

The challenges facing the education sector include:

- The rehabilitation of the physical facilities damaged/destroyed by the hurricanes
- Insufficient places at secondary school level and inadequate support for some children
- Too many children failing the system or being failed by it
- Poor results in competency tests
- Inadequate links to national training needs and the world of work
- Weak management performance at both the central Ministry and school levels [Strategic Plan for Educational Enhancement and Development (SPEED)]
- The need to encourage a creative, innovative culture in the light of global demands

## Health

Critical health issues include:

- A rise in chronic, non-communicable diseases – the leading cause of death
- Accidents and injuries- the second highest cause of death
- Emerging communicable diseases such as HIV/AIDS, SARS and Avian Flu (Health Situation Analysis, Health Strategic Plan)

## Housing and Human Settlements and Physical Planning

Housing represents 58 per cent of the estimated cost of the damage caused by Hurricane Ivan (OECS. *Macro-socio-economic assessment of the damages caused by Hurricane Ivan, September 7, 2004*). It is estimated that 61% of the houses affected by the hurricanes have been rehabilitated, with some 9000 remaining to be replaced or repaired (Budget Speech 2006). The issues facing the housing sector include:

- Addressing the outstanding repairs/rehabilitation needs
- Addressing the needs of the poorer groups, among whom damages were more prevalent and more severe (CWIQ)
- Linking housing planning with population trends and critical needs for housing and infrastructure
- Achieving rural development and spatial balance in order to ensure equity
- Linking physical developments with environmental sustainability

An ongoing initiative of the Human Settlements Task Force (an inter-agency mechanism) seeks to address these issues through a human settlements approach and in keeping with the National Physical Plan and the National Environmental Policy and Management Strategy.

## MANDATES

Grenada has pledged to pursue the United Nations Millennium Development Goals (MDGs) related to poverty eradication, gender equity, education, health and sustainable development. The MDGs will therefore be factored into the goals and objectives to be pursued in the National Strategic Development Plan.

### Millennium Development Goals

GOALS	TARGETS
1. Eradicate extreme poverty	1. halve between 1990 & 2015, the proportion of people whose income is less than \$1.00 per day 2. halve between 1990 & 2015, the proportion of people who suffer from hunger
2. Achieve universal primary education	3. Ensure that, by 2015 children everywhere, boys and girls alike, will be able to complete a full course of primary schooling
3. Promote gender equality and empower women	4. Eliminate gender disparity in primary and secondary education, preferably by 2005, and in all levels of education no later than 2015
4. Reduce child mortality	5. Reduce by two-thirds, between 1990 & 2015, the under-five mortality rate
5. Improve maternal health	6. Reduce by three-quarters, between 1990 and 2015, the maternal mortality ratio
6. Combat HIV/AIDS, malaria, and other diseases	7. Have halted by 2015 and begun to reverse the spread of HIV/AIDS 8. Have halted by 2015 and begun to reverse the incidence of malaria and other major diseases
7. Ensure environmental sustainability	9. Integrate the principles of sustainable development into country policies and programs and reverse the loss of environmental resources 10. Halve, by 2015, the proportion of people without sustainable access to safe drinking water and basic sanitation
	11. Have achieved by 2020 a significant improvement in the lives of at least 100 million slum dwellers

<p>8. Develop a global partnership for development</p>	<p>12. Develop further an open, rule-based, predictable, non-discriminatory trading and financial system (includes a commitment to good governance, development, and poverty reduction – both nationally and internationally)</p> <p>13. address the special needs of the Least Developed Countries (includes tariff- and quota-free access for Least Developed Countries’ exports, enhanced program of debt relief, for heavily Indebted poor countries (HIPC)s and cancellation of official bilateral debt, and more generous official development assistance for countries committed to poverty reduction)</p> <p>14. Address the special needs of landlocked developing countries and small island developing states (through the Program of Action for the Sustainable Development of Small island Developing States and 22<sup>nd</sup> General Assembly provisions)</p> <p>15. Deal comprehensively with the debt problems of developing countries through national and international measures in order to make debt sustainable in the long term</p> <p>16. In cooperation with developing countries, develop and implement strategies for decent and productive work for youth</p> <p>17. In cooperation with pharmaceutical companies, provide access to affordable essential drugs in developing countries</p> <p>18. In cooperation with the private sector, make available the benefits of new technologies, especially information and communications technologies</p>
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Source: *Millennium Project Report*

## **GRENADA'S POTENTIALS AND CHALLENGES**

Grenada's future development is integrally linked with finding strategies and mechanisms to enable it to build on its strengths, finding solutions to its weaknesses and grasping available opportunities presented by external circumstances while minimizing threats. Its strengths reside principally in its alluring natural and physical environment and its cultural heritage.

Grenada's rich heritage and unique towns which include forts, mills, antique buildings including those with Georgian architecture, combine with attractive beaches, varied flora, fauna and lush vegetation to provide opportunities for recreation and tourism development. Its cultural heritage also lends to the attractions to support recreation and tourism as well as provide possibilities for employment opportunities in terms of the cultural industries. On the whole, the country provides a good balance between development and pristine environment, a feature that contributes to its attractiveness. Its sheltered harbours, adequate rainfall, favourable climate, fertile and arable land also rank among its strengths. A good road network, which Grenada possesses, is an asset to country-wide communication and to facilitating balanced development within the country.

The above physical and environmental features have contributed to Grenada having a relatively diversified economic structure, with a number of activities – agriculture, including flowers, tourism, manufacturing, all contributing to livelihoods. As the second largest, global producer of nutmeg, Grenada has not only derived earnings and foreign exchange from the product, but also derived from it its branding as the Isle of Spice- a signature aspect of its tourism promotion. Other economic strengths include its proximity to western markets, the availability of reasonably good quality utilities such as electricity, water and telecommunications, its endowment with a youthful population compared to the aging population structure of many developed countries, a stable currency in the East Caribbean dollar, a developed banking and credit union sector and English as a first language that, other things being equal, should make it attractive to businesses from major English-speaking countries such as the United States.

Grenada has a highly consultative culture and a strong community sector. There also exist good structures for participatory governance in the Sustainable Development Council and the Multi-partite Committee. Other social assets include a low crime rate, a tolerant, democratic environment, press freedom and religious freedom. Elements of cooperative development models exist in the Sou Sou and the Maroon. A rich pool of experience and expertise in the diaspora that could be drawn on also contributes to its assets. The resilience of the people, as exemplified in their response to crises, is also a notable feature of Grenadian society.

Grenada's ability to build on these strengths is challenged by a number of weaknesses, which however are not insurmountable. The very topography that contributes to its alluring views poses a number of challenges in terms of difficult terrain, narrow roads

and limited land space. Another issue is that of unbalanced spatial development, a feature of physical and economic considerations. Other physical and environmental challenges include a poorly maintained town and urban environment, a high level of environmental degradation coupled with a weak response to natural hazards compounded by construction methods and settlement development. While the country possesses a good road network, there are limited alternative roads of adequate standard. Another constraint on Grenada's development is that of its limited untapped natural resources. Unbalanced urbanization coupled with squatting presents a problem for Grenada's orderly physical development. This problem is compounded by the absence of an up-to-date national cadastre and a land use policy.

One of the socio-political issues that the National Strategic Plan needs to address is that of Grenada's chequered political history and strong political divisions that place limitations on social cohesion. Political immaturity and insecurity also appear to be issues affecting Grenada's socio-political development. Other issues include inefficient management and evaluation standards in the public service and the lack of political will to address critical issues such as squatting. In addition, notwithstanding the strong consultative culture, there is room for improvement in consultation and participation in decision-making. It is also felt that there is a need to update and rationalize legislation and to accelerate the Constitutional Review process to meet post-Independence requirements.

The challenges to the social environment include the deterioration in family values and low levels of responsibility, the inadequacy of the framework to address gender issues, domestic violence and teenage pregnancy. A low self esteem vis-à-vis national identity, a low regard for public property, a tendency not to celebrate success, a dependence on government and public sector interventions and personal ownership of institutions and systems have also been identified as weaknesses. Other limitations include the lack of accountability and work ethic, the lack of civic awareness, weak social safety nets and limited youth organizations and activities.

Grenada's ability to build on its strengths and to grasp available opportunities is limited by a number of economic constraints. These include the high cost of utilities that increase the cost of producing goods and services. High labour costs and high interest rates relative to some other jurisdictions also contribute to the high cost of doing business. A small manufacturing base and inadequate raw material supply are some of the weaknesses that characterize the Grenadian economy. An under-skilled youthful population also presents a challenge. On balance, there are limited skilled and trained human resources.

An inadequacy of entrepreneurial talents/skills and a low value placed on entrepreneurship, coupled with inadequate domestic competition, have limited the country's response to global economic developments. Poor business facilitation and the disconnect between the port and customs on the one hand and investment and enterprise development on the other hand also pose limitations on the development of an already small private sector. Low productivity is an issue that needs to be addressed through a

national strategy. Agricultural development is impeded by the inadequacy of agricultural land for intensive production and its future limited by the existence of an aging farming population. Insufficient lending also inhibits the sector's development. The tourism product is underdeveloped, thus limiting the industry's potential socio-economic contribution.

Government's fiscal situation is characterized by low revenue collection and high expenditure, leading to a high debt burden as well as a high dependence on foreign aid. The high level of employment in the civil service, while important in the context of limited alternatives, has contributed to the high cost of Government.

A number of external phenomena pose a threat to Grenada's efforts to reconstruct and develop. From a physical and environmental standpoint, Grenada is at risk to natural disasters, as evidenced in the Hurricanes that struck in 2004 and 2005. Other natural hazards include volcanoes, tsunamis, earthquakes and land slippage. The global phenomenon of climate change poses a threat in terms of unusual weather patterns. There is an immediate threat from the changing hydrological balance and the sedimentation of coastlines.

Rising crime in the Region could be experienced in Grenada, given geographical location and similarity of developmental issues. The problem posed by deportees from the United States is also a challenge for Grenada. The emerging substance abuse and trafficking in narcotics are also a concern. Cultural invasion/penetration, a potential impact of globalisation and technological trends, has been identified as an issue. Other global threats, such as HIV/AIDS, SARS and Avian Flu, are also cause for concern to Grenada in terms of the possible impact on the human and financial resources. International and foreign policies resulting from political unrest and the fluidity of the global political situation pose a threat to Grenada, given its openness and dependence on external assistance. Terrorism and its negative impact on the travel industry is another issue.

The World Trade Organisation mandates in trade liberalisation and privatisation have the potential for eroding preferences, benefits and jobs. The dumping of cheap goods on the local market is a likely result. On the other hand, trade restrictions in leading markets could prove detrimental to Grenada's chances of export expansion. The Caribbean Single Market and Economy (CSME) is likely to have short-term negative impacts in terms of market loss and the brain drain. Another economic issue is that of rising oil prices that have the tendency to promote volatility in the economy and in particular in the vulnerable tourism industry.

Amidst the weaknesses and threats reside opportunities for Grenada's development. The challenge is to build on its strengths to exploit opportunities, to tackle its weaknesses and minimize threats. Opportunities reside in exploiting the CSME in terms of markets and employment. This implies developing the legislation, infrastructure and the framework to be CSME ready. In addition, other trade and economic agreements such as the WTO and the FTAA could provide opportunities that Grenada might exploit, based on strategic positioning and preparation. Opportunities appear to exist for forging links with

emerging economies such as China, which could be a source of investments. Wireless technology could be exploited for the development of services. Moreover, Grenada's participation in this area could be enhanced by the fact that it has an English speaking population and a reasonably high literacy rate, notwithstanding the need for programmes to upgrade competencies in these areas.

Another opportunity that could be exploited is that of the expansion of the tourist industry. The potential for the development and export of alternative remedies to the rest of the world, based on local herbs, could be investigated. In addition, post-Hurricane possibilities exist for investment in the productive and emerging sectors and for diversification based on the Green Economy concept. Given the impact of the hurricanes, possibilities are now available for the implementation and enforcement of environmental standards. Moreover, Grenada can capitalize on the current framework and qualities of the country as well as its compliance with the International Protocol on the Environment to create the Green Economy Model, thus leading to a more sustainable type of development.

### **CRITERIA FOR IDENTIFICATION OF PRIORITY PROGRAMME AREAS**

- Identified in the Strategic Planning Workshops as strategic to the realization of the national Vision and Core values
- Cross cutting issues e.g. gender, environment and poverty
- Priority sectoral issues – prerequisites to national development
- Contributing to attainment of the Millennium Development Goals

### **PRIORITY PROGRAMME AREAS**

- Economy and Poverty
- Social Capital
- Cultural Capital
- Governance, Democracy, Peace and Security
- Youth Development
- Gender Issues
- Environment and Physical Development
- Tourism
- Agriculture
- Agro-Processing
- Construction
- Economic Infrastructure

## **STRATEGIC OUTCOMES**

- An economically transformed country and people-centred development
- A socially strengthened and cohesive society supported by an educated, trained and creative human capital
- A culturally aware society with synergies between culture and economy
- Improved governance and democratic environment, enhancing possibilities for peace and security
- Environmental considerations integrally linked to national development
- A developed youth sector capable of participating in and benefiting from national development
- Gender equity is ensured in promoting human rights
- Institutional frameworks appropriate to a transformed society and economy

## NATIONAL GOALS, OBJECTIVES & STRATEGIES

### ***ECONOMY AND POVERTY***

#### **GOAL 1**

An economically transformed country and people-centred development

#### **ISSUES**

One of the critical issues to be addressed in the area of economy and poverty is the lack of competitiveness as a result of un-preparedness for global trends, the high price structure of domestically produced goods and inadequate knowledge of the sources of competitiveness. Another is that of inadequate entrepreneurial skills against the background of the low value placed on entrepreneurship, the insufficiency of creative elements in the curriculum as well as the absence of appropriate training facilities. The need to address productivity, through inter alia linking it with wages, is also a critical issue. The fiscal situation, exacerbated by inadequate revenue collection and the economy's narrow productive base, is also an important economic issue. Limited investment financing products, a shortage of cheap sources of finance and the absence of sophisticated banking products such as derivatives, partly as a result of unsophisticated entrepreneurs and consumers, inadequate funding proposals as well as limitations on the banks' decision-making in the jurisdiction are issues affecting private sector development.

Uneven development within the tri-island state, leading to pockets of poverty, create a case for regional economic and spatial development. Topography limits the availability of land for alternative uses. In addition the Land Agencies are not well developed and there is a tendency towards haphazard land use. These together with the absence of the technology and instruments to facilitate the sale of land have demonstrated a case for the progressive development of land and for institutional strengthening.

#### **OBJECTIVES**

- 1.1 To enhance productivity and competitiveness
- 1.2 To promote innovation, creativity and enterprise
- 1.3 To identify and develop strategic productive activities and exports
- 1.4 To improve and enhance human resource capital
- 1.5 To improve macro-economic management
- 1.6 To promote investment and diversify the range of financing products
- 1.7 To promote rural development and spatial balance
- 1.8 To increase employment opportunities
- 1.9 To ensure that development initiatives take people's concerns into consideration
- 1.10 To reduce poverty and promote equal opportunity

## **STRATEGIES**

### **Economy**

#### Productivity and Competitiveness

- 1.1.1 Promoting a knowledge based economy
- 1.1.2 Promoting public sector reform and improvements in productivity
- 1.1.3 Enhancing Government/Labour Movement cooperation to promote national development (e.g. on national priorities, wages and productivity and work conditions)
- 1.1.4 Supporting the development & upgrade of the quality of products & services
- 1.1.5 Establishment of a support system for entrepreneurship
- 1.1.6 Spice Isle branding

#### Innovation, Creativity and Enterprise

- 1.2.1 Teacher training and curriculum upgrade to emphasize creativity
- 1.2.2 Linking education with the world of work

#### Strategic Initiatives

- 1.3.1 Development and expansion of the tourist industry
- 1.3.2 Development of the higher education sector to generate foreign exchange earnings, in addition to meeting national training needs
- 1.3.3 ICT Development
- 1.3.4 Supporting the development of the entertainment and creative industries as a viable industry and export
- 1.3.5 Developing sports as a viable industry
- 1.3.6 Development of an offshore health sector
- 1.3.7 Implementing the National Export Strategy
- 1.3.8 Developing horticulture, capitalising on the successes at Chelsea
- 1.3.9 Development of non-traditional agriculture e.g. fruit crop production & production of herbs

#### Human Resource Capital

- 1.4.1 Extension of access and offerings in technology, technical & professional training
- 1.4.2 Coordination of training with regional institutes/institutions
- 1.4.3 Creating an enabling environment for trained nationals
- 1.4.4 Agreeing on a programme of faculty development between the UWI, SGU and Government of Grenada

#### Macroeconomic Management

- 1.5.1 Monitoring GDP, prices, unemployment & balance of payments
- 1.5.2 Diversifying and broadening revenue base

1.5.3 Enhancing the management of revenue, expenditure & debt  
Investment Promotion and Financing

1.6.1 Improving investment climate

1.6.2 Reforming GIDC

1.6.3 Developing a range of investment financing products

Rural Development and Spatial Balance

1.7.1 Development of rural/regional development plans with community engagement

Employment Generation

1.8.1 Promoting employment generating activities

Socio-economic Impact

1.9.1 Social impact assessments

### **Poverty Reduction and Equal Opportunity**

1.10.1 Training

1.10.2 Encouragement of entrepreneurship

1.10.3 Promoting employment generating activities

1.10.4 Job placement programme for youth

1.10.5 Improving access to infrastructure e.g. roads, water, electricity

1.10.6 Rural development

1.10.7 Promoting sustainable livelihoods

1.10.8 Educating people on planning for retirement

1.10.9 Increasing social services

1.10.10 Developing and implementing legislation against discrimination

1.10.11 Developing an effective complaints mechanism

1.10.12 Legislation for protecting workers and businesses

## **SOCIAL CAPITAL**

### **GOAL 2**

A socially strengthened and cohesive society supported by an educated, trained and creative human resource and centred on ethics and integrity

### **ISSUES**

One of the issues in the building of social capital is the inadequate social cohesion resulting from the chequered political history, political divisions and the deterioration in family values. Education and Human Resource development are prerequisites to the transformation of the economy and the strengthening capabilities in global competitiveness, a point indicated in the strategies and activities outlined in various programme areas. A healthy population is critical to achieving economic and social goals. The inadequacy of the social infrastructure in terms of medical, recreational, vocational training centres and technical institutes, a limitation imposed by financial resource scarcity and the brain drain, has been identified as an issue to be addressed by the Plan. Rising crime domestically and regionally, due in part to inadequate attention to socio-economic issues, is another area to be addressed by this section of the Plan. Another critical issue is that of the lack of access of the population to affordable land for housing and economic activities.

### **OBJECTIVES**

- 2.1 To build family values
- 2.2 To build social cohesion
- 2.3 To promote consultation/participation in decision-making
- 2.4 To develop the human resource for active participation in development through education and training
- 2.5 To promote a healthy population through adequate surveillance systems and health infrastructure
- 2.6 To provide adequate shelter and improve the provision of and access to land for housing, social and economic activity
- 2.7 To cater to the needs of disadvantaged and challenged persons
- 2.8 To create conditions conducive to crime prevention and reduction

### **STRATEGIES**

#### **Families, Social Interaction and Communities**

##### Family Units

- 2.1.1 Research pertaining to family values
- 2.1.2 Educational campaigns and institutional support for development of family values

- 2.1.3 Communication campaigns to inform the society of positive values and negative influences
- 2.1.4 Developing, upgrading, enforcing and monitoring the implementation of family laws
- 2.1.5 Supporting the involvement of family teams in festivals and competitions

#### Social Cohesion

- 2.2.1 Identification and celebration of national heroes
- 2.2.2 Development of a series of festivals, competitions and other activities focusing on national identity
- 2.2.3 Expanding the range of national awards
- 2.2.4 Promotion of civics and national symbols
- 2.2.5 Promoting Grenada's image locally & abroad through investing in local talent & resources
- 2.2.6 Setting up monuments and other public works for memory and records
- 2.2.7 Using the arts and cultural performance in free open spaces to encourage free association of people

#### Consultation/Participation in Decision-making

- 2.3.1 Development of civil society, NGOs, CBOs, churches and other bodies
- 2.3.2 Developing and promoting professionalism in the media
- 2.3.3 Addressing laws related to free speech, press, information etc.
- 2.3.4 Strengthening the Multi-partite Committee

### **Social Sectors**

#### Education and Human Resource Development

- 2.4.1 Developing a national Human Resources Policy
- 2.4.2 Assessment of education and training infrastructure

#### Health and Well-being

- 2.5.1 Implementation of the National Health Strategic Plan
- 2.5.2 Establishment of a continuous process for evaluating health infrastructure needs
- 2.5.3 Provision of adequate and accessible health care network
- 2.5.4 Financing health care
- 2.5.5 Mainstreaming HIV/AIDS management
- 2.5.6 Developing & costing a package of services in preventive health
- 2.5.7 Promoting healthy lifestyles among the population
- 2.5.8 Guidance and counselling for students at risk
- 2.5.9 Promoting the mental health and well being of the population
- 2.5.10 Designing, implementing and monitoring programmes for accident prevention (including road, sea, air and workplace accident prevention)

## Human Settlements

2.6.1 Developing and implementing a national land use policy, human settlements policy and settlement development plan

2.6.2 Development of a national cadastre and the necessary topographic maps

## Physically Challenged Population

2.7.1 Developing and implementing policies and laws on the treatment of persons with disabilities

2.7.2 Increasing the range of support services that are available to persons with disabilities and their care-givers/parents

## Crime Prevention and Reduction

2.8.1 Implementing a range of social and economic measures

# **CULTURAL CAPITAL**

## **GOAL 3**

A culturally aware society with synergies between culture and economy

## **ISSUES**

There is a need for cultural renewal to address identity and self perception issues. In addition there is a need to promote awareness of the tangible and intangible heritage as well as to link culture to livelihoods and development.

## **OBJECTIVES**

- 3.1 To promote cultural renewal and awareness
- 3.2 To promote cultural identity and enhanced perception of self
- 3.3 To link culture with livelihoods and development
- 3.4 To preserve and conserve the national heritage

## **STRATEGIES**

### Cultural Renewal, Awareness and Identity

- 3.1.1 Education campaign to promote the tangible and intangible heritage in communities throughout Grenada
- 3.2.1 See 2.2 for addressing social cohesion

### Culture, Livelihoods and Development

- 3.3.1 Creating a supportive environment for the development of culture
- 3.3.2 Creation of a direct link between entertainment, cultural products and the tourist industry

### Institutional Arrangements

- 3.4.1 Establishment of adequate institutional arrangements for the preservation and conservation of heritage

# **GOVERNANCE, DEMOCRACY, PEACE AND SECURITY**

## **GOAL 4**

Improved governance and democracy that is conducive to a peaceful, safe and secure environment with justice for all

## **ISSUES**

Grenada's development could be enhanced through greater participation of citizens and by the encouragement of participatory and consultative processes. In addition, good governance requires the practice of accountability at all levels by all institutions, as well as respect for institutions, private and public. Good governance should also create an environment for increased productivity and efficiency.

## **OBJECTIVES**

- 4.1 To promote accountability at all levels in all institutions
- 4.2 To encourage participation and consultation among citizens
- 4.3 To promote democratic ideals
- 4.4 To promote media coverage and media responsibility
- 4.5 To support institutional strengthening and capacity building in Government and Civil Society

## **STRATEGIES**

### Transparency and Accountability

- 4.1.1 Promotion of transparency, accountability and accountable management systems
- 4.1.2 Setting performance standards
- 4.1.3 Promotion of anti-corruption practices
- 4.1.4 Promoting accountability at Community and family levels
- 4.1.5 Promoting Corporate governance

### Participation, Consultation & Democracy

- 4.2.1 Public education for greater participation
- 4.2.2 Linking good governance with participatory democracy
- 4.3.1 Inclusion of democracy as a discipline in the school curriculum and education system
- 4.3.2 Promotion of democracy in the selection of candidates within political parties
- 4.3.3 Promotion of democracy through press conferences by Parliamentarians and the openness of Parliament & Cabinet
- 4.3.4 Promotion of democracy, peace & security at the international level

## Media Coverage and Responsibility

### 4.4.1 Promoting adoption of Media Policy

## Institutional Strengthening in Government and Civil Society

- 4.5.1 Strengthening of interest groups e.g. professional groups, NGOs, CBOs, and Trade Unions in accessing grants, in financial management & leadership
- 4.5.2 Educational seminars & workshops/forums for Government officials & NGOs
- 4.5.3 Discussions on Governance Issues in Government & Civil Society

# **YOUTH DEVELOPMENT**

## **GOAL 5**

A developed youth sector capable of participating in and benefiting from national development

## **ISSUES**

Globalization and the rapidly developing technological trends have created vehicles for the rapid flow of ideas and practices that could be positive or negative. The youth constitute a group that is particularly adept at assimilating these trends, given their energies and a lack of fearlessness. In addition, some of the changes in family structure have led to a growing lack of supervision and guidance for the young. There is a need to address youth development to assure Grenada's socio-economic development.

## **OBJECTIVES**

- 5.1 To develop a continuous policy for the youth starting at early childhood development
- 5.2 To harness the energies of the youth towards constructive engagement
- 5.3 To develop economic and social programmes for youth involvement

## **STRATEGIES**

- 5.1.1 Training and curriculum development for early childhood development
- 5.1.2 Reengineering the education system to accommodate the different potentials of youth
- 5.2.1 Training and skills development through institutionalised skills programmes
- 5.2.2 Development of sports, culture and entertainment
- 5.3.1 Innovation and enterprise development
- 5.3.2 Collaboration of different Ministries, Departments, NGOs, and other stakeholders in issues regarding youth and youth development

# **GENDER**

## **GOAL 6**

Gender equity is ensured in promoting human rights and inclusiveness

### **ISSUES**

There has been inadequate attention to gender issues in policy and planning. There is a need to address gender issues to ensure the participation in and benefit from the development process by all groups.

### **OBJECTIVES**

- 6.1 To ensure non-discrimination between males and females in access to and benefit from national development
- 6.2 To address the gendered division of labour
- 6.3 To address gender issues in education and other critical areas such as at the household and community levels
- 6.4 To introduce equity measures to address current imbalances

### **STRATEGIES**

#### Non-discrimination

- 6.1.1 Gender situation analysis
- 6.1.2 Development and implementation of a gender policy
- 6.1.3 Advocacy and sensitisation on gender issues
- 6.1.4 Mainstreaming gender in national development

#### Gender and Work

- 6.2.1 Sensitisation
- 6.2.2 Promotion of gender balance on boards and in award of contracts and in the tendering process

#### Gender, Education and Other Critical Areas

- 6.3.1 Research and redress

#### Equity Measures

- 6.4.1 Legal review for redressing gender imbalances
- 6.4.2 Ongoing surveillance of the gender situation

#### Gender-based Violence

- 6.5.1 Documenting, monitoring and analysing incidents of gender-based violence

# **SUSTAINABLE ENVIRONMENT AND PHYSICAL DEVELOPMENT**

## **GOAL 7**

Environmental and physical development considerations integrally linked to national development

## **ISSUES**

Inadequate awareness of and commitment to environmental considerations has led to a high level of environmental degradation. In addition, inadequate enforcement of regulations and a lack of emphasis on mitigation have encouraged a weak response to natural disasters, which are compounded by construction methods. Insufficient attention to restoration and conservation of tangible heritage as well as to circulation and congestion problems and other physical development issues are areas that need to be addressed.

## **OBJECTIVES**

- 7.1 To promote awareness of and commitment to environmental considerations
- 7.2 To promote the enforcement of legislation in relation to the environment
- 7.3 To promote and provide for disaster risk reduction, hazard mitigation and climate change adaptation
- 7.4 To implement the National Environmental Management Strategy & Policy
- 7.5 To implement the National Physical Development Plan for the State of Grenada and the Integrated Development Plan for Carriacou and Petit Martinique
- 7.6 To address urban renewal, restoration and conservation of buildings as well as traffic congestion and circulation in St. George's and other towns
- 7.7 To promote the efficient allocation of land among competing uses

## **STRATEGIES**

### **Environmental Issues**

#### Environmental Awareness

- 7.1.1 Advocacy and campaigns on key environmental issues
- 7.1.2 Linking livelihoods and environmental sustainability

#### Enforcement of Environmental Protection Laws

- 7.2.1 Enforcement of laws to protect the environmental heritage

## Mainstreaming Disaster Risk Reduction and Environmental Issues

7.3.1 Mainstreaming disaster risk reduction and climate change issues

7.4.1 Integration of environmental issues in planning and development interventions

## **Physical Planning Issues**

### National Physical Development Plan

7.5.1 Instituting the use of the National Physical Development Plan as the basis for all area development plans and major physical developments

### Urban Renewal and Restoration/ Conservation of Towns

7.6.1 Development of an urban renewal plan

7.6.2 Resource allocation for restoration and conservation of St. George's and other towns

### Traffic Planning

7.6.3 Traffic Planning for St. George's and other towns

### Land Usage

Developing and implementing a land use policy

# **TOURISM**

## **GOAL 8**

An enhanced tourism sector optimizing its contribution to the country's socio-economic development and benchmarked against the best international standards.

## **ISSUES**

Tourism can be further developed as a key sector in Grenada's development. However, there is need for positioning the sector based on the country's comparative advantage.

## **OBJECTIVES**

- 8.1 To define and develop the Tourism Product
- 8.2 To develop the brand "Isle of Spice" as an effective marketing tool
- 8.3 To increase the number of visitors to the country
- 8.4 To increase the availability of competent and trained human resource to the sector
- 8.5 To improve the spatial balance of the industry to contribute to the development of parishes outside of the South and reduce congestion and gridlock in the latter
- 8.6 Improve the environmental conditions in the tourist belts and sites

## **STRATEGIES**

### Product Definition and Development

- 8.1.1 Establishment of a Task Force to redefine the tourism product
- 8.1.2 Revision and update of the Tourism Master Plan
- 8.1.3 Promotion of inter-sectoral linkages

### Spice Isle Branding

- 8.2.1 See goals 1 and 9

### Expansion of Visitor Flow

- 8.3.1 Establishment of maritime transport
- 8.3.2 Expansion of airlift to facilitate increased visitor arrivals

### Upgrading Human Resources in Tourism

- 8.4.1 Development of the national HRD policy with a special focus on human resource needs in the tourism sector

## Spatial Balance

8.5.1 Development of key sites in outer parishes

8.5.2 Promotion of the African Heritage (e.g. Big Drum in Carriacou etc.)

8.5.3 Community Tourism

## Environmental Management

8.6.1 Enforcement of high standards in environmental management

8.6.2 Development of floriculture and garden tourism

# **AGRICULTURE**

## **GOAL 9**

An enhanced contribution of the agricultural sector to the national economy and to livelihoods

## **ISSUES**

The contribution of the agricultural sector to economic activity had begun to decline even prior to the passing of Hurricanes Ivan and Emily. The Hurricanes have exacerbated the situation, creating the need for a radical review of the sector in terms of its future direction and its role in the country's socio-economic development. The issues include an aging farming population, the lack of financing, including on non-commercial terms, and the lack of coordination among the stakeholders in Agriculture.

## **OBJECTIVES**

- 9.1 To reform the agricultural sector, enhancing its contribution to food security and exports
- 9.2 To promote the interest of the younger population in the sector as a sustainable means of employment and income
- 9.3 To rehabilitate and reform the nutmeg and other spice industries
- 9.4 To promote non-traditional agricultural crops
- 9.5 To promote the institutional linkages between the Ministry of Agriculture and the schools, the Tourist trade, Commodity Boards and Farmers' Organisations
- 9.6 To promote Spice Isle as a brand
- 9.7 To secure funding and financing arrangements for agriculture
- 9.8 To secure markets for agricultural products

## **STRATEGIES**

### Implementation of Critical Measures for Reform of the Agricultural Sector

- 9.1.1 Implementation of the Agricultural Policy and Strategy
- 9.1.2 Research and development for agricultural development
- 9.1.3 Addressing critical issues in the production and marketing of agricultural products
- 9.1.4 Enhancement of livestock & fisheries industries

### Promoting Youth Engagement in Agriculture

- 9.2.1 Review & revitalisation of Farm School
- 9.2.2 Creation of enabling environment to promote the interest of the youth in agriculture

## Rehabilitation and Reform of the Spice Industries

### 9.3.1 Selective production and marketing of spices

## Non-Traditional Crops

### 9.4.1 Fruit crop production

### 9.4.2 Production of herbs

### 9.4.3 Development of floriculture, building on successes at Chelsea Flower Show

## Institutional Linkages

### 9.5.1 Institutional strengthening of the Ministry of Agriculture through e. g. recruitment of a Chief Technical Officer

### 9.5.2 Promoting farmer organisation at parish/village and national levels

### 9.5.3 Dissemination of agricultural information on production, extension and marketing

## Spice Isle Branding

### 9.6.1 Promoting knowledge about different spice plants and the varied usage of spices

## Agricultural Financing

### 9.7.1 Creative project preparation for funding to address rural development and poverty alleviation

## Marketing

### 9.8.1 Coordinating marketing and production

## **AGRO-PROCESSING**

### **GOAL 10**

An improved contribution of agro-industries to national development

### **ISSUES**

Grenada's advantage in the agro-processing area appears to reside more and more in the development of unique product lines. The potential for the development of spice-based products appears to be untapped, although at least one successful venture, NUTMED, has demonstrated how this can be done. Some of the issues affecting agro-processing are the declining exports, exacerbated by inadequate shipping links within the Caribbean, the high cost of manufacturing inputs, given the small size of businesses and the high cost of capital outlay for minimum order purchases from foreign sources, as well as problems with the availability of raw materials, given the inadequate supply of fruit and spice plants for replanting since the Hurricanes.

### **OBJECTIVES**

- 10.1 To develop and promote unique product lines e.g. spice products
- 10.2 To arrest the decline in exports and address issues such as high cost of manufacturing, low economies of scale and lack of finance
- 10.3 To promote the availability of fruits and other raw material inputs
- 10.4 To provide skilled manpower to the sector

### **STRATEGIES**

#### Development and Promotion of Unique Product Lines

- 10.1.1 Product differentiation and niche marketing
- 10.1.2 Improving the teaching of sciences in schools to foster research in spices at the tertiary level
- 10.1.3 Promoting trademarks and copyrights to protect all new spice products

#### Promoting Exports through Addressing Critical Issues

- 10.2.1 Feasibility analysis of the manufacturing sector in the context of products and markets
- 10.2.2 Establishment of regional shipping lines
- 10.2.3 Provision of soft loans to stimulate spice & other unique products
- 10.2.4 Developing a growth strategy for small agro-industries
- 10.2.5 Revitalisation & strengthening of manufacturers' association to address needs
- 10.2.6 Promoting the formation of clusters within the manufacturing & agro-processing sectors for cost sharing and provision of infrastructure

Stimulating Raw Material Production

10.3.1 Rehabilitation and production of raw materials

Addressing Training Needs

10.4.1 Identification and addressing training requirements

# **CONSTRUCTION**

## **GOAL 11**

A more efficient construction sector capable of responding to the requirements of reconstruction and national development

## **ISSUES**

One of the issues identified for resolution in the construction sector is that of the inappropriate education and training of construction workers. The high demand for construction workers in the aftermath of the devastation to the housing stock and physical infrastructure has created a large response by workers not adequately trained. Another concern relates to the requirement for a cadre of middle management personnel in the industry. The shortage of building materials, brought on by local and external factors, is another issue. The absence of consultation with local contractors in the tendering process has also been identified as an issue. In addition, the special and differential tax and other fiscal incentives accorded foreign firms are felt to impact the local industry negatively.

## **OBJECTIVES**

- 11.1 To promote the training and certification of construction workers
- 11.2 To improve the cadre of middle management personnel
- 11.3 To improve the coordination between Government and the Contractors' Association in matters such as procurement of services and the tendering process
- 11.4 To create a level playing field between foreign and local contractors in terms of tax and other incentives
- 11.5 To address the shortage of building supplies
- 11.6 To promote settlement planning within the construction industry
- 11.7 To enforce the building codes and guidelines
- 11.8 To strengthen the Construction Sector to regulate the practitioners in the construction industry

## **STRATEGIES**

### Education and Training for Construction Sector

- 11.1.1 Design of appropriate courses for construction workers
- 11.2.1 Education and Training at middle management level

### Promotion of Transparent and Enabling Environment for Construction Sector

- 11.3.1 Establishment and publication of tendering and procurement procedures
- 11.3.2 Consultative meetings between the Government and the Contractors' Association
- 11.4.1 Negotiation and Review for creation of level playing field between foreign and local contractors

### Addressing Shortage in Raw Material Supplies

11.5.1 Negotiations with CARICOM countries, such as Trinidad and Tobago, Suriname and Guyana for supply of materials

### Capacity Building for Settlement Planning

11.6.1 Promoting settlement planning within the construction industry

### Improvement of Regulatory and Enforcement Mechanisms in Construction Industry

11.7.1 Training in the design and implementation requirements of the Building Code and guidelines

11.8.1 Regulation and legislation

## **ECONOMIC INFRASTRUCTURE**

### **GOAL 12**

An enhanced economic infrastructure sector supporting the country's development

### **ISSUES**

One of the issues limiting the contribution of the economic infrastructure sector to the country's development is the high cost of utilities in general, given the low subscriber base and low economies of scale. The provision of telecommunications services at reasonable rates is a requirement for the development of high-end services and the promotion of competitiveness in other economic activities. In the absence of locally exploited energy resources, Grenada is dependent on the importation of energy at high costs with attendant inflationary effects. The existence of a monopoly in the electricity sector contributes to the high unit cost of providing the service to consumers. The dependence on Government as the main customer has also been identified as an issue. The infrastructure and distribution networks are vulnerable to natural hazards such as hurricanes and storms, given the tendency towards overhead distribution. In addition, there is some indication that water quality may have been affected by environmental damage as a result of the hurricanes. Given the highly specialized labour force and high training costs, the employees of utility companies have limited employability.

While Grenada has a good and functional network of roads, localized roads particularly within private land developments are haphazardly planned and do not meet basic road standards to facilitate functional connectivity with adjoining developments and connection to the main road network. This situation is the result of a poorly controlled land conveyance process. Land can be sold in Grenada without the requirement of survey authentication and in turn without the requirement of a planning permission.

### **OBJECTIVES**

- 12.1 To reduce the dependence on imported energy
- 12.2 To address the high cost of utilities
- 12.3 To reduce the vulnerability of infrastructure/distribution lines to natural hazards
- 12.4 To improve the flexibility of specialist training in the utility sectors (to improve the employability of the workforce and to address the issue of the high cost of training in the sectors)
- 12.5 To ensure a sustainable supply and quality of water to meet domestic and business requirements
- 12.6 To regularize the Land Survey and Sale Process

## **STRATEGIES**

### Evaluation of Alternative Energy Options

12.1.1 Feasibility studies to ascertain the possibility of exploration of natural resource reserves

12.1.2 Evaluation of alternative energy options e.g. solar, wind

### Addressing High Cost of Utilities

12.2.1 Negotiation and collaboration between Government and the service providers on cost of utilities

### Addressing the Vulnerability of Infrastructure to Natural Hazards

12.3.1 Evaluation of feasibility of underground network for new capital investments

12.3.2 Regional cooperation to rehabilitate destroyed distribution network

12.3.3 Continuous updates of the protection and control systems for electricity companies

### Promoting Flexibility in Recruitment and Training of Staff of Utility Companies

12.4.1 Flexibility in the employment of specialists

12.4.2 Access to specialized labour market in CARICOM countries to create flexibility

### Planning for Sustainable Supply and Quality of Water

12.5.1 Water sector planning

### Rationalising Land Survey and Sale

12.6.1 Regulation of private land development

## **INSTITUTIONAL ARRANGEMENTS FOR PLAN IMPLEMENTATION**

The implementation of the National Strategic Development Plan requires a high level of coordination between ministries, non-ministerial departments, statutory bodies, public and private sector agencies and civil society. There is therefore need for a dedicated planning agency to coordinate the implementation, monitoring and evaluation of the Plan.

## LOGICAL FRAMEWORK, NATIONAL STRATEGIC DEVELOPMENT PLAN

<b>Programme: Economy and Poverty</b>			
<b>Objectives:</b> 1.1 To enhance productivity & competitiveness 1.2 To promote innovation, creativity & enterprise 1.3 To identify and develop strategic productive activities & exports 1.4 To improve and enhance human resource capital 1.5 To improve macro-economic management 1.6 To promote investment and diversify the range of financing products 1.7 To promote rural development and spatial balance 1.8 To increase employment opportunities 1.9 To ensure that development initiatives take people's concerns into consideration 1.10 To reduce poverty and promote equal opportunity			
Anticipated Results	Verifiable Indicators	Means of Verification	Assumptions/Risks
1.1 Increased productivity, competitiveness	3 % annual increases in total factor productivity from 2007 – 2017	National statistics Publications by international agencies	Existence of baseline data A stable environment exists
Exports and investment increased	10% annual increases in exports of agriculture, fisheries and manufacturing	CSO records and publications	An enabling environment in place
1.2 Increase in number of enterprises, new techniques and technologies in place and novel activities spawned	Number of new businesses in place Number and type of methodologies, techniques & technologies adopted	Supreme Court Registry records Surveys	Policies are in place to encourage innovation, creativity
1.3 New economic sectors and sub-sectors developed	At least 3 new sub-sectors/sectors contributing to the national economy by 2012	CSO and NIS data	Improvement in investment climate & better trained workforce

1.4 An improvement in the quantity and quality of human resources for national development	Annual increases in: number of persons trained at technical & vocational level number trained at professional level number of courses offered by local institutions	Records of the Ministry of Education and DHR Feedback from the Private Sector	That assessment of training needs and required institutions is undertaken
1.5 Significantly improved fiscal and balance of payments situation	Annual current account balance of at least 5 % of GDP  A Debt/GDP ratio of 60% by 2020  A primary balance on current account of the Balance of Payments of at least 2.5% of GDP	Government of Grenada Estimates of Revenue and Expenditure  CSO Reports ECCB Reports IMF Reports	Stable internal and external environment An enabling environment for the productive sector  A stable environment exists
1.6 Increased investments and more diversified financing products	Annual increases in investment (local and foreign) Increased access to finance by businesses	Survey/media reports	Existence of relatively soft financing
1.7 Enhanced socio-economic activities and spatial balance in rural communities	Rural development and area development strategies/plans prepared and implemented in at least 3 of the most disadvantaged areas (2008 – 2017)  Number of businesses located in rural areas increased  Employment increased in rural areas  Increased physical facilities and amenities in rural areas	Strategy documents/plans  Surveys/Census and other CSO data; NIS data  Surveys  Surveys	Existence of stable environment  Existence of baseline data and resources to undertake surveys

1.8 Increased employment	Unemployment rate reduced to 12% by 2017	NIS data, CSO data, Department of Labour data	Human resource development objectives are met and strategic economic activities will have created additional employment
1.9 Evidence of alignment of the basic needs of the population with all development initiatives	Adequate water supply, sewage disposal and electricity generation in place	Reports from utility companies Project reports	Social impact assessments have been undertaken in development of major projects
1.10 A reduction in poverty	Number of persons classified as below the poverty line reduced annually and halved by 2015  Number of employed increased by region Number of businesses increased	Surveys/Poverty Assessments  NIS reports  Surveys; Supreme Court Registry	Availability of resources to undertake surveys
<b>Programme Area: Social Capital</b>			
Objectives: 2.1 To build family values 2.2 To build social cohesion 2.3 To promote consultation/participation in decision-making 2.4 To develop the human resource for active participation in development through education and training 2.5 To promote a healthy population through adequate surveillance systems and health infrastructure 2.6 To provide adequate shelter and improve the provision of and access to land for housing, social and economic activity 2.7 To cater to the needs of disadvantaged and challenged persons 2.8 To create conditions conducive to crime prevention and reduction			
Anticipated Results	Verifiable Indicators	Means of Verification	Assumptions
2.1 Strengthened family units	Reduction in cases of family disputes and break-ups	Police records	

2.2 A strengthened society with shared values	Increased tolerance among different social groups Increased evidence of cooperation in community development	Media Evidence of consultations Surveys CBO/NGO data/feedback	
2.3 Improved consultative and participatory decision-making processes	Participatory structures/mechanisms in place and functional  Increase in consultations at national and community levels	Surveys and media reports  Feedback from communities	
2.4 Upgraded training facilities and Increased competence of the human resources	The number and quality of education and training programmes established  Number of trained and competent persons increased	Survey Records of Ministry of Education and DHR  Reports from firms and employers	Training needs assessment have been undertaken and resources are applied to implementation
2.5 Increased health coverage and improved quality of care especially in preventive aspects	Reduction in cases of chronic, non-communicable diseases Reduction in number of accidents and road fatalities  Reduction in number of new cases of HIV/AIDS infection  Surveillance systems and campaigns in place for global pandemics	Police records Health records/statistics NGOs & CBOs  Survey and media	The Strategic Plan for Health has been implemented
2.6 Improved human settlements	Increased home ownership Increased number of	Records of Inland Revenue Department	The recommendations of the Human

	regulated settlements	Records of Physical Planning Department Reports of the Human Settlements Task Force CSO	Settlements Task Force are implemented Building Codes are enforced
2.7 Improved facilities and conditions for disadvantaged and challenged persons	Increase in number of special facilities in public spaces Increased training and job opportunities for disadvantaged and challenged persons Improved access within human settlements	Surveys  Records of Min. of Social Development & the Council for the Disabled	Policies are implemented with the Grenada National Council for the Disabled Resources are allocated for implementing measures
2.8 Increased safety and security	Decrease in the incidence of crime	Police records	National Crime Strategy has been implemented Economic and social measures have taken effect
<b>Programme Area: Cultural Capital</b>			
Objectives: 3.1 To promote cultural renewal and awareness 3.2 To promote cultural identity and enhanced perception of self 3.3 To link culture with livelihoods and development 3.4 To preserve and conserve the national heritage			
3.1 Heightened cultural awareness	Increased documentation and productions	Publications, film productions, web sites by local operators	Cultural policy is approved and implemented
3.2 Heightened show-case of national identity	Increased level of participation in national events Increased display of national cultural products	Survey Media reports	
3.3 Increased employment and earnings from cultural products	Increased investment in development of cultural products Increased sales of cultural products	GIDC/BDU records Surveys	

	Increased number of persons employed/engaged in sub-sector		
3.4 The profile of national heritage has been elevated	Increased compliance to heritage building guidelines in restoration and establishment of new buildings Increased number of patrimonial awards from tWRF	Records of PPU  Records of tWRF	The Heritage Management Authority is established The Heritage Policy is adopted and implemented
Anticipated Results	Verifiable Indicators	Means of Verification	Assumptions/Risks
<p><b>Programme: Governance, Democracy, Peace and Security</b></p> <p>Objectives:</p> <p>4.1 To promote accountability at all levels in all institutions</p> <p>4.2 To encourage participation and consultation among citizens</p> <p>4.3 To promote democratic ideals</p> <p>4.4 To promote media coverage and media responsibility</p> <p>4.5 To support institutional strengthening and capacity building in Government and Civil Society</p>			
Anticipated Results	Verifiable Indicators	Means of Verification	Assumptions/Risks
4.1 Improved accountability at all levels	Increased participation in the Public Accounts Committee Internal audit function in all Ministries established  Increased level of compliance to regulations Performance standards and productivity indicators established for all sectors by 2010 National Productivity Council established by 2010	Attendance records  Estimates of Revenue and Expenditure Enactments  Records of Ministries and Departments  SCR records	All partners buy in  Auditing function seen as a priority for good governance  Mechanisms for implementation of regulations are in place

<p>4.2 Increased participation and consultation of citizens</p>	<p>Increased number of public education tools in place by 2009</p> <p>Quarterly village/community consultative forums in each constituency with MPs</p>	<p>Media reports Communication strategy of ministries and departments Reports of meetings by community groups</p>	<p>Public education will enhance participation</p> <p>Non-partisan participation</p>
<p>4.3 Concept of democracy is well established in the society</p>	<p>Weekly media programmes on democracy Democracy introduced in the school curriculum by 2009</p> <p>New Protocol on selection of candidates for political office established by 2008</p>	<p>Media productions  Syllabus (MOE)</p> <p>Signed protocol</p>	<p>Cooperation between the PEC and Media houses Democracy curriculum is approved and adopted by the MOE</p> <p>Protocol is agreed by AGM of political parties</p>
<p>4.4 Increased media standards</p>	<p>Code of conduct for media workers agreed by 2007 Media Policy approved and enacted by 2007 Increased number of media awardees</p>	<p>Signed code of conduct</p> <p>Enactment</p> <p>Annual award ceremony</p>	<p>There is buy-in for the Media Policy</p> <p>Annual award ceremony serves to motivate media workers</p>
<p>4.5 Strengthened relationship between Government and Civil Society</p>	<p>Annual Governance Workshop between Public Service and NGOs/CBOs by 2007</p> <p>Biannual capacity building workshops for Government and Civil Society by 2007</p>	<p>Media coverage of events</p> <p>Events records</p>	<p>The need is demonstrated</p>

<p><b>Programme: Youth Development</b></p> <p>Objectives:</p> <p>5.1 To develop a continuous policy for the youth starting at early childhood development</p> <p>5.2 To harness the energies of youth towards constructive engagement</p> <p>5.3 To develop economic and social programmes for youth involvement</p>			
Anticipated Results	Verifiable Indicators	Means of Verification	Assumptions/Risk
5.1 High priority for early childhood development programmes	Annual pre-primary teachers' workshop by 2007 Annual evaluation of programmes of all centres by MOE	Workshop records  Evaluation Reports	Resources are allocated for these activities
5.2 Well balanced, educated and trained youth	A mentoring programme established by 2008  Increased career options for youth by 2010	TOR in place  Survey	MOU between retired professionals and MOE  Training and business support services are in place
5.3 Increased youth entrepreneurship	No of youths awarded annually for creativity and enterprise, starting 2008	Records Media coverage	Youth entrepreneurship is given high priority
<p><b>Programme: Gender</b></p> <p>Objectives:</p> <p>6.1 To ensure non-discrimination between males and females in access to and benefit from national development</p> <p>6.2 To address the gendered division of labour</p> <p>6.3 To address gender issues in education and other critical areas such as in household and community levels</p> <p>6.4 To introduce equity measures to address current imbalances</p>			
Anticipated Results	Verifiable Indicators	Means of Verification	Assumptions/Risk
6.1 Equal opportunity for male and female in national development	Gender disparity in selection criteria for financial services eliminated by 2008  Gender disparity in pay scales eliminated by 2009	Financial institutions' application criteria  Pay scales of private and public sectors	Gender sensitivity in public and private sectors
6.2 Increased	Increased	Survey	Gender sensitivity

gender balance in occupation, contracts and tendering processes	participation by females in male dominated fields		& orientation programmes will be in place
6.3 Gender equity increased in education, households and communities	Gender disparity in education access and retention eliminated by 2010	School records	Annual review of MDGs undertaken
6.4 Equity measures introduced	Annual legal reviews from 2007	Gender disaggregated CSO Statistics Number of approved policies Legislation enacted	
<b>Programme: Sustainable Environment and Physical Development</b>			
<p>Objectives:</p> <p>7.1 To promote the awareness of and commitment to environmental considerations</p> <p>7.2 To promote the enforcement of legislation in relation to the environment</p> <p>7.3 To promote and provide for disaster risk reduction and hazard mitigation</p> <p>7.4 To implement the National Environmental Strategy</p> <p>7.5 To implement the National Physical Development Plan for the State of Grenada and the Integrated Development Plan for Carriacou and Petit Martinique</p> <p>7.6 To address urban renewal, restoration and conservation of buildings as well as traffic congestion and circulation in St George's and other towns</p> <p>7.7 To promote the efficient allocation of land among competing uses</p>			
Anticipated results	Verifiable Indicators	Means of Verification	Assumptions/Risks
7.1 Heightened awareness and commitment to environmental issues	<p>At least 3 times per week disposal of garbage by 2007</p> <p>Increased number of disposal bins around the towns and villages by 2007</p> <p>Weekly radio and television coverage of environmental issues</p>	<p>Solid waste schedules</p> <p>Survey</p> <p>Media programme schedules</p>	Resources allocated for increased collection and materials
7.2 Improved enforcement of environmental	Annual increases in number of fines imposed, starting	MOH records	Adequate resources available

legislation	2007  Increased number of enforcement officers from 2007	MOH records	
7.3 Sensitivity to disaster risk reduction and hazard mitigation heightened	Disaster risk and mitigation mainstreamed in various programmes	Sector Plans and Programmes	Budgetary provisions are made for disaster risk reduction and hazard mitigation
7.4 Environmental strategy integrated into planning and development interventions	Strategy is mainstreamed in all plans and programmes	Sector Plans and Programmes	
7.5 National Physical Development Plan used as basis for all area development plans and major physical developments	Evidence of alignment between the Plan and area plans and developments	Plan and project documents	High sense of discipline prevails
7.6 Efficient urban planning with a balance between modernization and restoration & conservation	Urban renewal plans - developed and implemented - one every 3 years Restoration and conservation plans for the towns developed by 2009 Improvement in traffic flow in St George's and other towns by 2008	Plans and project documents Survey  Plans/project documents  Survey and community feedback	Resources are allocated to these interventions
7.7 More efficient allocation and use of land	Land use policy developed by 2008 National Land Agency established by 2008	Policy Document	

**Programme: Tourism**

Objectives:

- 8.1 To define and develop the tourism product
- 8.2 To develop the brand Isle of Spice as an effective marketing tool
- 8.3 To increase the number of visitors to the country

8.4 To increase the availability of competent and trained human resource to the sector			
8.5 To improve the spatial balance of the industry to contribute to the development of parishes outside the South and reduce congestion and gridlock in the latter			
8.6 To improve the environmental conditions in the tourist belts and sites			
Anticipated Results	Verifiable Indicators	Means of Verification	Assumptions/Risks
8.1 Redefined tourism product	Tourism Task Force established by 2007 Redefinition of product areas by 2008	Task Force TOR  Revised Tourism Master Plan	Tourism considered a key sector for national development
8.2 Isle of Spice Brand is institutionalised	Range of marketing products with harmonized logo agreed by 2008  Number of innovative products and services by 2012	Product catalogue at all tourist sites  Survey	Isle of Spice Brand is nationally accepted
8.3 Increased earnings from increased flow of visitors	Increased airlift and cruise calls by 2008  Annual increases in the number of visitors  Increased differentiation of services for different market segments by 2009  Increased visitor expenditure	Airport and Port Authority records  Survey & Board of Tourism information  National & CTO surveys	Service standards are established
8.4 Increased number of competent and trained personnel	Annual increases in the number of graduates from international hospitality training programmes, starting 2007	DHR records Ministry of Tourism Statistics	HRM Policy is approved and implemented
8.5 Balanced development for all parishes	At least one project per parish/constituency implemented by 2010	Project documents  Site visits	Spatial balance concept is adopted by policy-makers
8.6 Environmental management standards	System of incentives established by 2007	Environmental Management Standards	Environmental Management Standards are

developed and adopted		Guidelines	approved and adopted
<b>Programme: Agriculture</b>			
Objectives:			
9.1 To reform the agricultural sector, enhancing its contribution to food security and exports			
9.2 To promote the interest of the younger population in the sector as a sustainable means of employment and income			
9.3 To rehabilitate and reform the nutmeg and other spice industries			
9.4 To promote non-traditional agricultural crops			
9.5 To promote institutional linkages between the Ministry of Agriculture and the schools, the Tourist Trade, Commodity Boards and Farmer's Organisations			
9.6 To promote Spice Isle as a brand			
9.7 To secure funding and financing arrangements for agriculture			
9.8 To secure markets for agricultural products			
Anticipated Results	Verifiable Indicators	Means of Verification	Assumptions/Risks
9.1 A reformed agricultural sector	Annual increases of 5% in agricultural production starting in 2007	AEDP monitoring reports CSO publications	AEDP is successfully implemented
9.2 Heightened interest of youth in agriculture	Farm school established by 2007  An annual increase in the number of applications for entry received starting in 2008	Farm school establishment guidelines  School records	Farm school considered a long run strategy by MOA
9.3 A rehabilitated and re-organised spice industry	All surviving trees to be brought into production by 2007  Replanting programme intensified between 2007 & 2008	MOA statistics	A lucrative market exists for spices and spice derivatives
9.4 Increased production of non-traditional crops such as herbs and	The contribution of non-traditional crops to agricultural production and export	MOA statistics CSO data	Markets are identified for fruit and herbs

fruit	is increased annually, starting in 2007		
9.5 Increased cooperation between MOA and organisations	Quarterly meetings held between MOA and CBOs and farmers' organisations, starting 2007	Meeting records Media coverage	Farmer organisation is encouraged and accepted
9.6 Grenada recognized as having a unique brand	Spice Isle brand incorporated in marketing campaigns and exhibitions abroad  Increased number of spice gardens in tourist belts to reinforce the product	Board of Tourism records Media reports  Extension Officers, MOA	Spice Isle brand is nationally adopted
9.7 Funds secured for agricultural projects	Number of bankable projects approved by commercial banking system  Number of farmers trained in preparation of bankable projects  Number of public sector officers benefiting from capacity building in project preparation	Bank records  MOA records  DHR records	
9.8 Markets for agricultural products assured	Number of external markets identified within a given year  Number of supply contracts signed within a given year	MNIB  Chamber of Industry and Commerce	

**Programme: Agro-processing**

Objectives:

- 10.1 To develop and promote unique product lines e.g. spice products
- 10.2 To arrest the decline in exports and address issues such as high cost of manufacturing and low economies of scale and lack of finance
- 10.3 To promote the availability of fruits and other raw material inputs
- 10.4 To provide skilled manpower to the sector

Anticipated Results	Verifiable Indicators	Means of Verification	Assumptions
10.1 Improved contribution of agro-industries to exports	Number of niche markets established between 2007 and 2012  Number of products protected through trade marks and copyrights during 2007 and 2012	Records of GIDC, Chamber of Industry and Commerce  SRC records	A premium is attached to differentiated products
10.2 Critical bottlenecks to export performance addressed	Negotiations for establishment of regional shipping lines commenced by 2007  At least two clusters for cost sharing and provision of infrastructure are established by 2009	GIDC and Chamber information  GIDC and Chamber information	Feasibility demonstrated
10.3 An adequate supply of inputs	The quantity and quality of inputs are improved annually	MOA estimates Manufacturers' records	
10.4 The sector is supported by skilled manpower	A 50% increase in the number of persons trained at middle management and technical levels by 2012	Survey of Firms	Firms apply resources to training staff

**Programme: Construction**

Objectives:

- 11.1 To promote the training and certification of construction workers
- 11.2 To improve the cadre of middle management personnel
- 11.3 To improve coordination between Government and the Contractors' Association in matters such as procurement of services and the tendering process
- 11.4 To create a level playing field between foreign and local contractors in terms of tax and other incentives
- 11.5 To address the shortage of building supplies
- 11.6 To promote settlement planning within the construction industry
- 11.7 To enforce the building codes and guidelines
- 11.8 To strengthen the Construction Sector to regulate the practitioners in the construction industry

Anticipated Results	Verifiable Indicators	Means of Verification	Assumptions/Risks
11.1 Trained and certified construction workers	All construction workers are trained and certified by 2012	Records of Construction Association	A stable environment exists
11.2 Improved recruitment and training procedures for Middle Management Personnel	50% of Middle Management Personnel trained by 2012	Firm records	
11.3 Cooperation between Government and Construction Association improved	Monthly or quarterly forum between Government and Construction Association	Meeting record	
11.4 Non-discrimination in treatment of local and foreign contractors	Preferential treatment eliminated by 2007	Publication of Procedures	
11.5 Adequate and timely supply of building materials	Delays reduced by 75% by 2007	Contractors' Association records	A stable environment exists
11.6 Improved settlement planning	Increased local capacity through collaboration by 2007	Records of Bids	Cooperative spirit prevails over competition
11.7 Safer, more reliable	An increase in the number of buildings	Records of the PPU	

construction methods	meeting required standards		
11.8 Improved regulatory environment	The Engineering Association Act is developed and enacted by 2007	Enactment	There is support from the practitioners
<b>Programme: Economic Infrastructure</b>			
Objectives:			
12.1 To reduce the dependence on imported energy			
12.2 To address the high cost of utilities			
12.3 To reduce the vulnerability of infrastructure/ distribution lines to natural hazards			
12.4 To improve the flexibility of specialist training in the utility sectors (to improve the employability of the workforce) and to address the issue of the high cost of training in the sectors			
12.5 To ensure a sustainable supply and quality of water to meet domestic and business requirements			
12.6 To regularize the Land Survey and Sale Process			
Anticipated Results	Verifiable Indicators	Means of Verification	Assumptions/Risks
12.1 Increased energy security	Evaluation of alternative energy options undertaken by 2008	Evaluation documents	A low cost option might be available
12.2 Feasibility of cost reductions to the consumer explored	Cost analysis and negotiation re new technologies undertaken by 2008	Press releases Meeting records	Government/Private Sector collaboration in good faith
12.3 Reduced vulnerability of infrastructure	Measures implemented by 2008	Survey	Resources are available
12.4 A more flexible workforce	Consultations between employers and unions introduced	Meeting records	
12.5 Water supply and quality are assured	Water sector plan undertaken in 2007	The Plan	
12.6 Orderly development of private lands	Capacity building for Lands and Survey Division undertaken by 2008		

# APPENDICES

## APPENDIX 1: TABLES

**Table 2: GDP at Factor Cost by Economic Activity (EC\$ Million)**

**1990 Prices**

	1998	1999	2000	2001	2002	2003	2004	2005
Agriculture	52.79	58.08	56.83	55.21	65.7	64.1	59.4	36.77
crops	37.7	43.14	41.33	36.85	44.71	41.19	40.08	17.00
livestock	4.14	4.26	4.35	4.44	4.5	4.59	4.13	5.10
forestry	2.38	2.51	2.64	2.67	2.7	2.73	2.2	2.13
fishing	8.57	8.17	8.51	11.25	13.79	15.59	12.99	12.54
Mining & Quarrying	5.97	5.82	6.54	5.16	4.38	6.15	5.21	5.66
Manufacturing	47.62	53.36	60.73	56.45	54.32	52.99	45.27	53.79
Electricity & Water	30.51	32.42	36.46	39.02	40.29	42.99	39.60	41.46
Construction	52.09	56.38	65.46	53.07	53.59	67.53	69.75	133.23
Wholesale & Retail Trade	71.2	75.08	78.08	75.58	75.96	81.55	65.36	83.36
Hotels & Restaurants	45.63	50.73	52.18	51.23	54.09	61.58	53.53	30.76
Transport	90.02	94.32	95.24	86.69	88.23	94.82	100.78	124.70
Road transport	62.95	66.1	64.11	56.63	56.56	60.16	64.57	86.65
Sea Transport	18.68	18.99	21.94	21.28	22.7	24.68	26.51	29.98
Air transport	8.39	9.23	9.19	8.78	8.97	9.98	9.71	8.07
Communications	73.26	81.68	98.31	94.81	84	85.58	75.31	98.46
Banks & Insurance	57.06	63.63	70.1	74.37	78.89	85.2	86.03	84.71
Real Estate & Housing	26.2	27.12	27.66	28.02	28.44	28.87	25.97	24.85
Government Services	88.91	92.05	89.68	89.04	93.68	94.23	97.51	91.29
Other Services	16.79	17.62	22.46	24.09	20.6	21.1	17.79	18.32
Less imputed service charge	47.64	53.13	58.53	62.09	65.87	71.14	75.35	80.61
TOTAL	610.41	655.16	701.2	670.65	676.3	715.55	666.16	746.74

Source: Grenada Statistical Office

**Table 3: Grenada Gross Domestic Product at Factor Cost by Economic Activity in Constant Prices**

	Growth Rates								
	1997	1998	1999	2000	2001	2002	2003	2004	2005
Agriculture	-0.89	-1.2	10.02	-2.15	-2.85	19	-2.44	-7.33	-38.10
Crops	-2.03	-2.58	14.43	-4.2	-10.84	21.33	-7.87	-2.69	-57.58
Livestock	3.11	4.02	2.9	2.11	2.07	1.35	2	-10.00	23.46
Forestry	5.12	5.31	5.46	5.18	1.14	1.12	1.11	-19.41	-3.18
Fishing	1.07	0.94	-4.67	4.16	32.2	22.58	13.05	-16.68	-3.46
Mining & Quarrying	33.05	68.64	-2.51	12.37	-21.1	-15.12	40.41	-15.28	8.64
Manufacturing	5.3	14.14	12.05	13.81	-7.05	-3.77	-2.45	-14.57	18.82
Electricity & Water	6.62	6.45	6.26	12.46	7.02	3.25	6.7	-7.89	4.7
Construction	9.5	19.91	8.24	16.11	-18.93	0.98	26.01	3.29	91
Wholesale & Retail Trade	3.8	5.59	5.45	4	-3.2	0.5	7.36	-19.85	27.54
Hotels & Restaurants	-0.31	2.06	11.18	2.86	-1.82	5.58	13.85	-13.07	-42.54
Transport	10.89	5.6	4.78	0.98	-8.98	1.78	7.47	6.3	23.72
Road Transport	10	4.99	5	-3.01	-11.67	-0.12	6.36	7.33	34.20
Sea Transport	18.59	9.24	1.66	15.53	-3.01	6.67	8.72	7.41	13.09
Air Transport	3.02	2.44	10.01	-0.43	-4.46	2.16	11.26	-2.71	-16.89
Communications	5.96	24.91	11.49	20.36	-3.56	-11.4	1.88	-12.00	30.74
Banks & Insurance	5	9.96	11.51	10.17	6.09	6.08	8	0.97	-1.53
Real Estate & Housing	3.01	3.52	3.51	1.99	1.3	1.5	1.51	-10.05	-4.31
Government Services	0	4.42	3.53	-2.57	-0.71	5.21	0.59	3.48	-6.38
Other Services	3.53	4.03	4.94	27.47	7.26	-14.49	2.43	-15.69	2.98
Less Imputed Service Charge	4.99	19.91	11.52	10.16	6.08	6.09	8	5.92	6.98
GDP Growth Rate	4.42	7.92	7.33	7.03	-4.36	0.84	5.8	-6.90	12.09

Source: Central Statistical Office

**Table 4**  
**Grenada: Summary of Balance of Payments**  
**(EC\$ Million)**

	1998	1999	2000	2001	2002	2003	2004	2005
Current account balance	-224.2	-149.8	-237.8	-283.6	-351.9	-398.1	-159.2	-369.3
% of GDP (at current prices)	+28.9	-17.9	-26.3	-32.3	-39.1	-41.3	-17.1	-33.9
Exports of goods (f.o.b)	124.5	200.6	224.0	171.7	111.8	123.0	99.71	85.1
Imports (f.o.b)	492.9	497.2	595.1	530.2	488.6	611.4	635.4	779.1
Services (net)	128.1	167.4	172.0	130.7	104.8	127.1	165.1	100.9
Receipts	317.5	388.0	412.8	360.0	352.6	364.7	421.0	388.7
travel	218.6	238.1	250.1	225.3	240.4	280.0	225.0	243.4
Payments	189.4	220.6	240.8	229.4	247.8	237.7	255.9	287.8
Income (net)	-62.3	-71.5	-92.9	-112.8	-142.8	-135.2	-116.6	-76.4
interest	-9.2	-11.5	-13.4	-16.9	-38.6	-32.0	-38.7	-0.8
other	-53.1	-60.0	-78.5	-95.9	-104.2	-103.2	-77.9	-75.6
Transfers (net)	78.8	50.8	54.2	56.9	63.0	98.5	328.0	300.2
private	53.5	53.0	48.1	51.4	56.6	50.5	219.4	203
official	25.2	-2.2	6.0	5.4	6.4	48.0	108.6	97.2
Capital & financial account	227.7	158.7	258.9	242.4	364.9	343.2	253.9	305.8
Capital Account	77.2	84.2	86.8	114.8	86.0	112.0	89.6	113.6
Capital account transfers	82.0	89.4	92.4	120.3	91.5	117.5	95.1	119.2
public sector (net)	27.1	31.1	32.6	59.2	29.9	54.6	30.1	51.4
private sector (net)	50.1	52.4	54.2	55.0	56.1	57.4	59.5	62.1
Financial account	150.6	74.5	172.1	127.6	278.9	231.2	164.3	192.2
Direct investment (net)	131.4	112.2	101.0	158.6	155.5	240.7	145.9	198
Portfolio investment (net)	0.1	1.0	52.5	-0.7	290.9	78.5	109	17.0
Other investment (net)	19	-38.8	18.6	-30.3	-167.5	-88.0	-90.6	-22.8
public sector net borrow.	6.55	24.1	12.5	46.8	11.4	20.0	-9.8	84.8
Net errors and omissions	7.5	3.8	-3.2	57.0	71.3	9.2	19.3	0.0
Overall balance	11.0	12.7	17.9	15.8	84.3	-45.7	114.0	-63.5
Changes in net imputed int. reserves	-11.0	-12.7	-17.9	-15.8	-84.3	45.7	-114	63.5

Source: Ministry of Finance and Fund Staff Estimates; Central Statistical Office, *Grenada Economic Review Year 2005*

**Table 5: Grenada: Selected Domestic Exports and the Visible Balance of Trade**  
**EC\$'000**

	2001	2002	2003	Est. 2004	Est. 2005
Balance of Trade	-431088	-440002	-574029	-625419	-786106
Total Imports	591807.9	545465	686947	710304	860017
Total Exports	160719.9	105462	112918	84885	73910
Re-exports	12477	14634	32699	19402	15435
Total recorded domestic exports	148242	90828	80219	65482	58475
Agricultural exports	54448.6	51595	46296	43267	32444
Bananas	462.3	527	468	582	0
Cocoa	3245	3885	3317	5502	248
Nutmegs	36889.7	33582	26945	26391	21584
Mace	2928.7	3049	3153	2293	468
Fresh fruits & vegetables	433.9	309	375	211	32
Fish	10168.7	9963	11719	8194	10051
Other	320.3	280	320	94	60
Manufactured exports	93794.3	39234	33923	22215	26032
Flour	12922	10954	8836	7400	9938
Wheat bran	182.5	232	135	87	199
Clothing	1441.1	1946	1397	1226	1693
Paints & varnishes	974.9	971	1693	1404	1455
Paper products	4725.3	5258	6158	5694	6814
Animal feed	2572.4	3154	3663	1814	3299
Roofing sheets	1347.5	1114	1818	1481	395
Nutmeg products	2116.8	7064	6701	2009	558
Electronic components	63000	5053	407	152	60
Other	4511.8	3488	3114	949	1622

Source: Central Statistical Office

**Table 6: Grenada: Exports of Main Agricultural Crops and Average Export Prices**

	1998	1999	2000	2001	2002	2003	2004	2005
Value of Main Agric. Exports (EC\$ 000)	32769.2	49612.8	41020.1	43525.7	41043.2	33882.9	34768.3	22300.4
Quantity of Agric. Exports (000 lbs)	8095.2	9654.5	8002.8	8763.3	8507.6	6456.6	7507	3312.2
Average Price of Agricultural Exports (V/Q)	4.047979	5.138826	5.125718	4.966816	4.824298	5.247793	4.631451	6.73
<b>Value, Quantity and Average Export Prices by Individual Crops</b>								
	1998	1999	2000	2001	2002	2003	2004	2005
Value of banana exports (EC\$ 000)	77.4	356.4	598.5	462.3	527.2	468.3	582.3	0
Quantity of banana exports (000 lbs)	194.5	1247.5	1554.3	1240.4	1120.2	885.1	1098.6	0
Average Price of banana exports	0.397943	0.285691	0.385061	0.372702	0.47063	0.529093	0.530038	0
Value of Nutmeg Exports	23386.6	40319.9	32174.2	36889.7	33582.4	26944.7	26391.2	21583.9
Quantity of nutmeg exports (000 lbs)	5133.8	5876	3764.5	5496.9	5065.5	3941.5	4286.2	3191.3
Average Price of Nutmeg Exports	4.555417	6.861794	8.546739	6.711001	6.629632	6.836154	6.157249	6.76
Value of Mace Exports (EC\$ 000)	3729.4	5128.9	3952.8	2928.7	3048.9	3153.2	2292.9	468.2
Quantity of Mace Exports (000 lbs)	329.7	458.5	386.8	431	457.8	407.2	366.3	47.2
Average Price of Mace Exports	11.3115	11.18626	10.21923	6.795128	6.659895	7.743615	6.259623	9.92
Value of Cocoa Exports	5575.8	3807.6	4294.6	3245	3884.7	3316.7	5501.9	248.3
Quantity of Cocoa Exports (000 lbs)	2437.2	2072.5	2297.2	1595	1864.1	1222.8	1755.9	73.7
Average Price of Cocoa Exports	2.287789	1.837201	1.869493	2.034483	2.083955	2.712381	3.133379	3.37

Source: Central Statistical Office

**Table 7**  
**Grenada Central Government Finances**  
**(Millions EC Dollars)**

	2000	2001	2002	2003	2004	2005
Revenue & Grants	330.5	330.5	318.8	413.2	390.7	496.2
Total Revenue	297.9	285.4	295.2	330.3	302.5	355.7
Current Revenue	297.2	284.9	292.5	330.0	301.2	355.3
Tax revenue	265.2	256.7	262.4	298.3	270.0	324.8
Non-tax revenue	32.1	28.2	30.1	31.8	31.2	30.4
Total Expenditure	365.7	420.6	529.8	470.8	423.3	499.9
Current Expenditure	230.5	258.0	285.4	291.6	253.7	267.7
Salaries & allowances	114.4	127.6	124.6	130.4	150.3	150.2
Goods & services	43.8	52.7	47.5	40.5	48.2	63.2
Interest payments	24.2	27.9	51.8	62.5	75.8	26.9
Transfers	48.2	49.9	61.4	58.3	55.3	54.4
Capital Expenditure	135.2	162.6	244.4	179.1	93.8	205.2
Current Account Balance	66.7	26.9	7.1	38.4	(28.4)	60.6
Overall balance (before grants)	(67.7)	(135.2)	(234.6)	(140.5)	(120.8)	(144.2)
Overall balance (after grants)	(35.2)	(90.0)	(211.1)	(57.6)	(32.7)	(3.7)
Financing	51.9	119.7	223.2	113.5	51.8	3.7

Source: Ministry of Finance and Fund Estimates; Estimates of Revenue and Expenditure for the Year 2006

**Table 8****Contribution Income (National Insurance Scheme) by Economic Activity  
(EC\$)**

Economic Activity	Contribution Period		
	January – June, 2005	January – June, 2004	July – December, 2004
Agriculture...	548, 799	641, 097	621, 138
Manufacturing	1,079, 125	1,062, 536	946, 805
Electricity, Gas ...	655, 014	633, 380	655, 988
Construction	1,811, 672	1,424, 391	1,319, 165
Wholesale & Retail	2,203, 157	2,492, 636	2,193, 112
Restaurants & Hotels	945, 493	1,471, 061	1,000, 309
Transport, storage & Communications	1,309, 491	1,461, 897	1,147, 587
Finance & Business Services	1,745, 314	1,727, 949	1,732, 252
Community, Social & Personal Services	7,528, 213	9,060,852	9,797, 514
<b>TOTAL</b>	<b>17, 826, 281</b>	<b>19,975, 801</b>	<b>19,413, 870</b>

Source: Statistics, Research and Planning, NIS

**Table 9****Number of Contributing Employers**

Economic Activity	Contribution Period		
	January – June, 2005	January – June, 2004	July – December, 2004
Agriculture...	866	1,183	1,343
Manufacturing	595	590	415
Electricity, Gas ...	50	52	44
Construction	1,119	1,030	785
Wholesale & Retail	1,858	1,960	1,489
Restaurants & Hotels	589	688	478
Transport, storage & Communications	505	533	404
Finance & Business Services	789	791	676
Community, Social & Personal Services	3,478	3,885	3,089
<b>TOTAL</b>	<b>9,849</b>	<b>10,712</b>	<b>8,723</b>

Source: Statistics, Research and Planning, NIS

**Table 10**  
**Summary of Direct & Indirect Damages by Hurricane Ivan**  
**(Millions of East Caribbean Dollars)**

Sector	Direct Damage	Indirect Damage	TOTAL
Agriculture	54	46	100
Manufacturing	18	4	22
Wholesale & Retail Trade	...	11	11
Tourism	305	101.2	406.2
Electricity	70	21	91
Water/Sewage	7	1	8
Telecommunications & Broadcasting	76.5	62.4	138.9
Cable	8	5	13
Education	195	1	196
Transport	10.3	1.2	11.5
Housing	1,372	9	1,381
Health	11	0	11
TOTAL	2,127	263	2,389.6

Source: OECS. *Macro-socio-economic assessment of the damages caused by Hurricane Ivan, September 7, 2004.*

**Table 11**  
**Summary of Direct and Indirect Damages by Hurricane Emily**  
**(Millions of East Caribbean Dollars)**

Sector	Direct Damage	Indirect Damage	Total
Agriculture	23.48	12.02	35.51
Tourism	0.74	1.1	1.84
Electricity	0.6	0.28	0.88
Water/Sewage	0.52	0.24	0.76
Telecommunications & Broadcasting	0.85	0.5	1.35
Education	12.0	1.43	13.43
Transport	7.2	0	7.22
Housing	74	0.6	74.6
Health	1.72	1.04	2.76
Environment	-	1.67	1.67
<b>TOTAL</b>	<b>121.14</b>	<b>18.88</b>	<b>140.02</b>

Source: OECS. *Macro-Socio-Economic Assessment of Damage Caused by Hurricane Emily, July 14th 2005*. OECS, August 2005.

## **APPENDIX 2: NATIONAL STRATEGIC PLANNING PROCESS**

The Agency for Reconstruction and Development was mandated to lead the development of a National Strategic Development Plan for Grenada. The process was coordinated by Dr Sylvia Charles, Macroeconomist/Planner, provided under technical assistance by the Commonwealth Fund for Technical Cooperation. The planning process began in late August 2005 with the conceptualisation stage in which the United Nations Development Programme participated with the presentation of a paper on the Community Participatory Process. The next step entailed presentations, in October 2005, to the Cabinet and the Senior Managers' Board on the National Strategic Planning concept. Research into the socio-economic situation and background preparation constituted the next phase of the planning process.

The planning process, however, began in earnest with the convening of a series of Stakeholder Workshops. The first workshop was targeted at Ministry technicians, the second at Non-governmental Organisations (NGOs), Trade Unions and the Conference of Churches, the third at the Private Sector, the fourth at the Statutory Organisations, the Economic Advisory Council and the Project Coordinating Unit, while the fifth invited the contributions of the Parliamentarians and political parties.

The methodology used was that of engaging participants in facilitated working groups, the presentation of group findings and synthesis of outcomes. Each workshop has built on the work carried out in the preceding, so that, by the end of the fifth, substantial progress had been made towards the development of the National Strategic Development Plan.

### ***Workshop For Officials Of The Ministries: Process And Outputs***

The First in the series of Workshops, held in January 27<sup>th</sup> 2006, commenced with a formal Opening Ceremony that was addressed by the Chief Executive Officer of the Agency for Reconstruction and Development and by the Hon. Minister for Planning and Finance, who also declared the Workshop open. The Hon. Minister noted that the Workshop marked an important landmark in the National Strategic Development Planning process and stressed the importance of collaboration and consultation. He also emphasized the development challenges, among them being the frequency and intensity of natural disasters experienced internationally and a fiercely competitive global trading environment that required astute planning and strategic positioning of the country.

The working sessions commenced with a presentation on Grenada's socio-economic situation by the CFTC Macro-economist/Planner. This presentation sought to provide an analytical framework for the group discussions that were to follow. Participants formed into three Work Groups for the identification of core values, the formulation of vision statements and deliberation on Grenada's strengths and weaknesses, as well as opportunities available to it and the threats confronting it. Each Work Group identified a

set of core values, which were then synthesized by the Group Leaders producing an agreed set of core values from the Workshop. The outputs from this Workshop consisted of a set of core values, three vision statements and the results of a SWOT Analysis.

The draft vision statements were synthesized by a Core Group and circulated as a guide to the Second Workshop.

### ***Workshop For Non-Governmental Organisations, Trade Unions And The Conference Of Churches***

#### **Process And Outputs**

The Second Workshop, which took place on February 23<sup>rd</sup>, 2006, heard an address by the Chief Executive Officer, Agency for Reconstruction and Development and the presentation by the Macro-economist on the socio-economic situation. Like the First, participants formed into Work Groups, each identifying core values around which the Group Leaders negotiated in order to arrive at a synthesized list. Participants were provided the draft vision statement synthesized from the products of the First Workshop, but had the option of introducing new formulations. This Workshop produced a synthesized set of core values, four vision statements and four SWOT Analyses.

In addition to the above outputs, the Second Workshop discussed a number of issues arising out of the draft core values, related to democracy and governance as follows:

- Do politicians engage in an exercise such as entailed in identification of core values and visioning on the assumption of governmental office?
- Political parties should be included in the Workshop being planned for Parliamentarians
- There is a need to move towards a new form of governance that emphasizes accountability
- The issue of accountability starts at the lowest level. Leadership has responsibility, but 'follow-ship' also has responsibilities
- Accountability starts in Opposition
- One must begin at the level of community based organisation to enable an understanding of accountability
- There is not sufficient honesty in self and there is a need to encourage greater self management
- Are democratic principles taught in schools?
- The Conference of Churches' representative referred to a submission to the Constitutional Committee that the various groups together formulate a 20-year Plan, following which the political parties come up with strategies to implement the Plan as a basis for election to office. A report card would be presented at the end of the 5-year term

- Was the reference to the participatory process an alternative to Local Government?

The Core Group synthesized the two sets of Core Values (Workshops 1 and 2) as well as the draft vision statements and the SWOT Analyses.

## ***Workshop For The Private Sector***

### **Process And Outputs**

The Third Workshop (held March 29<sup>th</sup>), which drew its participants from the Private Sector, heard an address from the Minister with Responsibility for the Private Sector and Business Development. The Hon. Minister invited the Private Sector's full participation in the Workshop and its continued engagement with the planning process. He noted that Grenada's development would be assured on the basis of genuine partnership between the public, private and community sectors and exhorted the Private Sector to redouble its efforts in terms of job creation and preparation for competing in a competitive, regional and global environment.

Dr Angus Friday, a representative of the Private Sector, made a presentation on the leadership and initiative that the Private Sector might bring to bear on Grenada's development. Presentations were also heard on the socio-economic context by the CFTC Macro-economist and on current ARD initiatives and implications for the Private Sector by Mr Richard De Lima, Director Economic Recovery and Mr Ivan Laughlin, Human Settlements Specialist.

The focus of this Workshop was on identifying critical issues, constraints and strategies, based on the synthesized SWOT Analysis, the draft Vision Statement and draft synthesized Core Values. Participants formed into sector groups as follows:

- Group on Agriculture, Agro-processing and Tourism
- Group on Utilities, Construction and Retailing
- Group on Financial and Other Services

#### Agriculture, Agro-processing and Tourism

The issues identified in these areas include:

- Need for improved links between the ARD and the Ministries
- Need for coordination between planning and implementation
- Building on international successes such as the Chelsea Flower Show, Sports (Francique) and Beharry (youngest Victory Cross recipient) to drive economic development
- Need for support in development of the flower industry – flower gardens and garden tourism
- Need for a viable shipping line to facilitate the export trade
- Requirement for investment in tourism outside of St. George's and for incentives to encourage spatial balance

- Need for policies and programmes for the development of Human Resources:

## Utilities, Construction and Retail

### Utilities

While recognizing attributes and opportunities such as reliable supply and relatively high coverage, the sharing of services among the utilities and the availability of technology and training, good remuneration package for staff, participants identified a number of issues that need to be addressed:

- High cost of utilities (electricity and telecommunications), which are characterized by few providers, high capital costs and low subscriber base, therefore low economies of scale
- The communications sector is characterized by high rates with room for improvement in service
- The Vulnerability of the infrastructure/distribution network – overhead distribution network vulnerable to natural hazards
- Limited employability of workers in utility companies because of the specialized labour force
- High training cost
- Dependence on Government by the electricity and communications sectors as their main customer and the domino effect of late payments on cash flows

### Construction

- Education and training in the construction sector is inappropriate
- There are demand and supply gaps in raw material in the sector
- Need for elimination of the disparity in the granting of incentives between local and foreign firms in construction
- Local companies do not have the capacity to handle large projects, e.g. settlement planning. A team approach is being planned by the Construction Association
- Need for certification and licensing of all workmen in the industry

### Retail Sector

- Retail sector encounters difficulties in the import process: customs and port clearance
- Sector had no control over foreign suppliers in terms of reliability of supply
- Monopoly of the Marketing Board is a constraint and cheaper, better quality supplies are possible within the Private Sector
- Sector characterized by low level of customer service
- Small market size
- An efficient VAT with lower import duties would benefit the retail sector

## Financial and Other Services

- Financial sector affected by interest rate regulation
- Capital flight is an issue
- Shares are regarded as property
- Commercial bank decision making is externally propelled
- Lack of sophisticated banking products and lack of sophisticated consumers
- Problem could be one of lack of education on the part of consumers and lack of research on sectors by the banks
- Need to reduce legal fees for conveyances by breaking the collusion between the legal profession and banks: reconfigure from the percentage basis to one of payment for hours worked on legal advice
- 

### ***Workshop For Statutory Bodies, The Economic Advisory Council And Project Implementation Unit***

#### **PROCESS AND OUTPUTS**

The Fourth Workshop, held on May 3<sup>rd</sup> 2006, also focused primarily on the identification of critical issues and strategies, but also commented on the Vision Statement and reviewed the SWOT Analysis. This Workshop was chaired by ARD's Chief Executive Officer, who noted that planning enabled informed choices in resource allocation, that there was a need to strengthen the weaknesses in various institutions and for strengthening the legal framework. He added that there was a need for an increased emphasis on Research and Development. He also informed that the hurricanes had imposed new constraints, such as planning with risk and disaster mitigation in mind and that the management of land and water resources was critical. He added that one should consider Grenada as a homogeneous state and a peaceful place.

After presentations on the socio-economic context and an update on the Strategic Planning process, participants formed into three Work Groups. The issues and strategies identified as important in the context of Plan development were:

- Youth development:
  1. skill development
  2. sport/culture/entertainment/youth clubs
  3. curriculum development
  4. innovation and enterprise development
- Economic strategies:
  1. a knowledge based economy
  2. service sector development

3. enhancement of existing products and services to international standards: development of a Quality Management Programme and certification of products and services
  4. development of sports tourism and the entertainment industry
  5. review of legislation to facilitate international trade
  6. the integration of the SGU into the economy,
  7. ICT development
  8. diversification of airport usage e.g. warehousing
- Heritage conservation awareness and legislation
  - Infrastructure programmes – physical, management/administration and bureaucratic structures, legal infrastructure and improved justice system
  - Address traffic congestion and health issues: pollution, vehicular accidents
  - Revamping educational system to address poor performance, drop out rate by boys, business skills and customer service

### ***Workshop For Parliamentarians And Political Parties***

The National Strategic Development Plan Workshop for Parliamentarians and political parties was held on May 24<sup>th</sup> 2006. The Opening Ceremony consisted of welcoming remarks by the Chief Executive Officer, Agency for Reconstruction and Development and an address by the Hon. Prime Minister, Doctor Keith Mitchell. The Hon. Prime Minister made reference to some of the Country's achievements at reconstruction since the passage of Hurricanes Ivan and Emily. He outlined the rationale for strategic planning and entreated participants to take a national approach to some of the critical global, regional and national issues facing Grenada. The Prime Minister declared the Workshop open.

The Workshop heard the presentation by the CFTC Macro-economist/Planner on the socio-economic context and organised themselves into three Work Groups to deliberate on the findings of the previous Workshops. In particular, the Parliamentarians and representatives of political parties reviewed the SWOT Analysis and examined ways of translating the Vision Statement and Core Values into strategies.

The Work Groups identified the following Core Values as deserving priority attention:

- Democracy
- Spirituality and Ethics
- Good Governance
- Productivity, Competitiveness, Work Ethics
- Peace and Security
- Respect for talents, skills and achievements

## **Critical Issues and Strategies**

### **❖ Democracy**

#### Issues:

- The model of democracy should be some point on the continuum between representative democracy and participatory democracy.
- Need for greater participation of citizens
- Participatory/consultative processes should be encouraged

#### Strategies

- Education for greater participation
- Increased participation through the strengthening of interest groups e.g. professional groups, NGOs, CBOs and unions
- Promotion of democratic ideals
- Inclusion of democracy as a discipline in the school curriculum and education system, for example through the Student Council, through parent participation and the involvement of all stakeholders and the community
- Promotion of democracy through press conferences by Parliamentarians and the openness of the Parliament
- Promotion of democracy in the selection of candidates, in political parties
- Media coverage and media responsibility

### **❖ Spirituality and Ethics**

#### Strategies

- Recognizing religious freedom
- Maintaining the separation of church and state
- Parliamentarians leading by example and being seen to be virtuous
- Legislating on a code of conduct for professionals
- Applying the measurement of a “happiness index”
- 

### **❖ Good Governance**

#### Issues

- There should be accountability at all levels by all institutions
- There should be respect for institutions – private and public sector
- Good governance should create an environment for increased productivity

#### Strategies

- Promotion of transparency, accountability and accountable management systems
- Promoting consultation
- Setting performance standards
- Fostering the development of CBOs
- Linking good governance with participatory democracy

### ❖ **Productivity, Competitiveness, Work Ethics**

#### Strategies

- Linking education and training to the world of work
- Promoting a national effort to train the young through work placement e.g. with Chinese construction workers
- Setting national targets and standards
- Infusion of appropriate technology
- Implementing the National Export Strategy
- Cooperation of the Labour Movement and national consultative process for social contract with Government
- Promoting the awareness of Unions to national priorities re wage negotiations and worker conditions
- Training for members of Unions
- Output orientation
- Participatory/consultative processes encouraged
- Supporting the development and upgrading of the quality and standard of products through the Bureau of Standards
- Consumer education and organisation
- Solution to the Ministry reshuffles and promoting public sector productivity through continuity of programmes and personnel
- Promoting a culture whereby Parliamentarians might reach agreement
- Teacher training and incentives for creative industry. The curriculum should address creativity to enable the transformation of the economy
- Institute a programme for the performing arts
- Establish training institutes and coordination with other countries in training
- Management training e.g. in recruitment of appropriate staff
- Public campaigns

### **Peace and Security**

#### Strategies

- Education and training
- Employment
- Social safety nets
- Family life values supported by community values
- Implementation of the national anti-crime strategy

### **Respect for talents, skills and achievements**

- Promotion of meritocracy

## **REVIEW OF THE SWOT**

### Strategies

- Maintain historical Capital
- Relocate industrial business from the Capital
- Preservation and conservation of the tangible and intangible heritage
- Enforce laws to protect the environmental heritage
- Forge better partnership between Government and Private Sector
- In respect of the brain drain, put mechanisms in place to maintain a balance between those who leave and those who stay
- Create an enabling environment for trained nationals
- Put in place the relevant education and training for encouragement of the entrepreneurial spirit
- Establish a supporting system for entrepreneurship

## **PRESENTATION TO THE MULTIPARTITE COMMITTEE**

The draft National Strategic Development Plan was presented to the Multipartite Committee on 9<sup>th</sup> November 2006. The Committee commented on the presentation and subsequently followed up with a written submission through one its members.

## **REVIEW WORKSHOP**

The final workshop was held on November 22<sup>nd</sup> 2006 to enable Public Sector officials and the Core Group to review and further elaborate the Action Plan.

## **SUBMISSION TO CABINET**

Drafts of the detailed National Strategic Development Plan, a Summary Document and Action Plan were submitted to the Cabinet in late December and a presentation was made in January 2007. The Cabinet accepted the Plan in principle and directed further consultations with the Ministries on the Action Plan.

## **CONSULTATION WITH MINISTRIES**

The consultations with the Management Teams of the Ministries/Departments, which took place during the period February 1<sup>st</sup> – May 3<sup>rd</sup> 2007, proved to be useful in terms of fine tuning the Plan and establishing Time Frames and Responsibilities.

## APPENDIX 3 : LIST OF PARTICIPANTS, STAKEHOLDER WORKSHOPS,

**Participants, Workshop for Government Officials  
January 27<sup>th</sup> 2006**

<b>Name</b>	<b>Position</b>	<b>Organisation</b>
Andrews, Lennox	Ag Permanent Secretary	Ministry of Finance & Planning
Andrews, Richardson	Chief Executive Officer	ARD
Boatswain, Anthony	Minister	Ministry of Finance & Planning
Charles, Sylvia	Macro-economist/Planner	CFTC/ARD
Charles-Soomer, Elizabeth	Physical Planner	CFTC/ARD
De Lima, Richard	Director, Economic Recovery	ARD
De Riggs, Chris	Executive Director	Grenada Chamber of Industry & Commerce
Dottin, Kelvin	United Nations Volunteer	Ministry of Health ... Environment
Douglas, Lincoln	Training Coordinator	ARD
Ellard-Deveney, Jennifer	Program Manager, YC. NCSA Consultant	Youth Challenge/National Capacity Self Assessment/Ministry of Finance
Finlay, Pauleen	Senior Planning Officer	Ministry of Education
Francois, Aaron	Planning Officer	Ministry of Agriculture
Frederick, Lima	Senior Technical Officer	Ministry of Tourism
Friday, Angus	CEO	Atlantean Inc., Grenada Enterprise Alliance
Gilchrist, Terron	Health Services Administrator	Ministry of Health
Holder-Dolly, Jennifer	Director, Social Recovery	ARD
Holmes, Trevor	Historical Architect	CFTC/ARD
Jessamy, Merina	Policy Development Officer	Cabinet Secretariat, PMO
Joseph, Chris	Environment Protection Officer	Ministry of Health ... Environment
Laughlin, Ivan	Human Settlements Specialist	ARD
Lewis, Claudia	Senior Administrative Officer	Ministry of Carriacou and Petit Martinique Affairs
Lewis, Simone	Project Manager	ARD
Lord, Merryll	Principal, Mt Moritz Anglican Primary School	Grenada Trades' Union Council
Mahon, Junior	Trade Officer	Ministry of Foreign Affairs

Mc Guire, Nancy	Communications Specialist	ARD
Morain, Rickie	Aid Coordinator	CFTC/ARD
Newton, Benedict	Chief Pharmacist	Ministry of Health
Ogilvie, Denise	Heritage & Tourism Coordinator	ARD
Ogilvie, Nestor	National Security Advisor	Prime Minister's Office
Phillip, Lydia	Health Promotion Officer	Ministry of Health
Redhead, Franklyn	Supt. Royal Grenada Police Force	DHR
Swaissland, Robin	Senior Projects Manager	ARD
Wilson, Georgia	Research Officer	ARD

**Participants, Workshop for NGOs, Trade Unions, Grenada Conference of Churches  
February 23<sup>rd</sup> 2006**

<b>Name</b>	<b>Position</b>	<b>Organisation</b>
Alexis, Curlin	Family Service Officer	Legal Aid & Counselling Clinic
Andrews, Richardson	Chief Executive Officer	ARD
Antoine, Joseph	President	Friends of the Earth Grenada
Cadore, Anthony	President	Extended Care through Hope & Optimism (ECHO)
Campbell, Celvin	Co-Executive Director	NEWLO
Charles, Sylvia	Macro-economist/Planner	CFTC/ARD
De Riggs, Chris	Executive Director	Grenada Chamber of Industry & Commerce
Douglas, Lincoln	Training Coordinator	ARD
Ferguson, Sandra	Secretary General	Agency for Rural Transformation
Finlay, Earle	Senior Project Officer	National Development Foundation of Grenada Ltd.
Gordon-Cornwall, Valerie	Managing Director	Alternative Development Solutions
Henry-Mc Queen, Elaine	President	Grenada National Organisation of Women
Holder-Dolly, Jennifer	Director, Social Recovery	ARD
Jacobs, Hermes	Research Specialist	ARD
James, Osbert	Chairman	Conference of Churches, Grenada
James, Sandra A.	Project Coordinator	Heritage Theatre Company
Loubser, Jan	Consultant	UNDP
Mason, George	Assistant General Secretary/Treasurer	Commercial & Industrial Workers Union
Morain, Rickie	Aid Coordinator	CFTC/ARD
Nelson, Joseph S.	Director	National Taxi Association
Owen, Keith	Agriculture Planner	ARD
Payne-Banfield, Gloria	Development Consultant & Executive	GREMED
Quashie, Cecilia	Past President	Soroptimist International of Grenada
Swaisland, Robin	Senior Projects Manager	ARD
Thomas, Adrian	Assistant Secretary	Public Workers Union
Judy Williams	Secretary General	GRENCODA
Williams, Ursula	Tutor/Designer/Coach	Grenada Arts Council
Williams, Vincent D	Project Monitoring Officer	GREP
Wilson, Georgia	Research Officer	ARD

**Participants, Workshop for Private Sector  
March 29<sup>th</sup> 2006**

<b>Name</b>	<b>Position</b>	<b>Organisation</b>
Andrews, Richardson	CEO	ARD
Ashby, Kingsley	Manager – Commercial Banking	Scotia Bank
Baptiste, Elsa	Small Enterprise Development Officer	Small Enterprise Development Unit
Bierzynski, Allan	Director	Grenadian General Insurance Company Ltd.
Calliste, Theresa	Financial Controller	Caribbean Agro Industries Ltd.
Chitan, Elvin	Accountant	Cable Vision
Charles, Ricardo	Country Manager	First Caribbean International Bank
Charles, Sylvia	Macroeconomist/Planner	CFTC/ARD
Charles-Soomer, Elizabeth	Physical Planner	CFTC/ARD
De Caul, Don	Director	Deco Industries
De Lima, Richard	Director, Economic Recovery	ARD
Dowe, Colin	Assistant Dean	St George's University
Finlay, Pauleen	Senior Education Officer	Ministry of Education & Labour
Frederick, Lima	Ag Permanent Secretary	Ministry of Tourism, Civil Aviation, Culture & the Performing Arts
Friday, Angus	CEO	Glenelg Spring Water Atlantean Capital
Grant, George	Broadcaster, President/CEO	Grantcom
Gemon, Cyrilla	Country Manager	RBTT Bank Grenada Ltd.
Holder-Dolly, Jennifer	Director, Social Recovery	ARD
Hopkin, Nerissa	Director & Deputy General Manager	Spice Island Beach Resort
Hosten, Clive	Chief Engineer	GRENLEC
Isaac, Beryl	Permanent Secretary	Dept. of Human Resources
Jacobs, Kelvin	President	Creative Design; Construction Association of Grenada
Jessamy, Merina	Policy Development Officer	Cabinet Secretariat, PMO
Kirton, Cheryl	Manager, HRD	Geo F. Huggins & Co (G'da Ltd.)
La Grenade, Cecile	Managing Director	De La Grenade Industries
Lalsingh, Charmaine	Accounts Manager	KALICO Kenny Lalsingh Inv Co. Ltd
Laughlin, Ivan	Human Settlements Specialist	ARD

Louison, Einstein	Minister	Ministry with Responsibility for Business and Private Sector Development & National Security
Martin, Patrick	Chief Technical Officer	Ministry of Works & Transport
Mathurin, Anselm	V P Retail Services	Cable & Wireless
Mc Guire, Nancy	Communication Specialist	ARD
Moses, Aaron	Private Sector Senator	GCIC
Noel, Denis	Managing Director	Noelville Ltd.
Paul, Jocelyn	Project Officer	Ministry of Finance
Ramdhanny, Lyden	Director	L. L. Ramdhanny & Co. Ltd.
Roberts, Daniel	Managing Director	National Commercial Bank
Roden, Sonia	General Manager	Grenada Industrial Development Cooperation
St Louis, Marlon	Director	AISLECOM
Swaisland, Robin	Senior Projects Manager	ARD
Wilson, Georgia	Research Officer	ARD

**Participants, Workshop for Statutory Bodies & Economic Advisory Council  
May 3<sup>rd</sup> 2006**

<b>Name</b>	<b>Position</b>	<b>Organisation</b>
Alexis, Jacqueline	Manager	Grenada Cultural Foundation
Andrews, Richardson	CEO	ARD
Ashby, Kingsley	Member	Economic Advisory Council
Charles, Sylvia	Macroeconomist/Planner	CFTC/ARD
Charles-Soomer	Physical Planner	CFTC/ARD
Collins, Simeon	Director	Grenada Bureau of Standards
Creft, Michael	Deputy General Manager	NAWASA
Cromwell, Dorset	Statistics, Research & Planning Manager	National Insurance Scheme
De Lima, Richard	Director, ERD	ARD
Douglas, Lincoln	Training Coordinator	ARD
Duncan, Asquith	Head- Product Development & Customer Services	Board of Tourism
Francois, Bernard	Chairman	Grenada Development Bank
Frederick, Lima	Ag Permanent Secretary	Ministry of Tourism
James, Fitzroy	General Manager	MNIB
Joseph, Allan	Chief Forestry Officer	Forestry, Ministry of Agriculture
Lord, Edward	Manager - Administration	Grenada Ports Authority
Louison, Garvey	Member	Economic Advisory Council
Moraine, Rickie	Aid Coordinator	CFTC/ARD
Nelson, Sis. Francis	Chairperson/Ag Director	Child Welfare Authority
Newton, Gail Ann	Accountant	Grenada Ports Authority
Noel, Kenneth	Operations Manager	Housing Authority
Owen, Keith	Agricultural Planner	ARD
Palmer, Chester	Board Chairman	Gravel & Concrete
Paul, Mark	Technical Officer	Housing Authority
Pivotte, Nicole	Research Assistant	ARD
Radix, Vivien	Board Member	Grenada National Museum
Stephen-Cromwell, Cheri	General Manager	National Lottery Authority
Sylvester-Gairy, Jocelyn	Director	Board of Tourism
Theodore, Ronald	Investment Promotion Manager	GIDC
Thompson, William	Disaster Management Officer	NaDMA
Williams, Louis A.	Finance Manager	National Insurance Scheme
Wilson, Georgia	Research Officer	ARD

**Participants, Workshop for Parliamentarians and Political Parties**  
**May 24<sup>th</sup> 2006**

<b>Parliamentarians and Political Parties</b>		
<b>Name</b>	<b>Position</b>	<b>Ministry/Organisation</b>
Dr. Rt Hon. Keith Mitchell	Prime Minister	Prime Minister's Office – National Security, Information, Department of Human Resources, Youth
Bain Hosford, Yolande	Minister	Ministry of Social Development
Bhola, Roland	Minister	Ministry of Sports, Community Development & Cooperatives
Boatswain, Anthony	Minister	Ministry of Finance & Planning
Bowen, Gregory	Minister	Ministry of Agriculture, Lands, Forestry, Fisheries, Public Utilities & Energy
Charles, Claris	Minister	Education & Labour
Fullerton, Kenrick	Member of Parliament	National Democratic Congress
Hood, Brenda	Minister	Ministry of Tourism, Civil Aviation, Culture & the Performing Arts
Joseph, Dennis C.	Assistant Treasurer	Grenada United Labour Party
Joseph, Lawrence A.	Speaker	House of Representatives
Lett, Michael D.	Member of Parliament	National Democratic Congress
Louison, Einstein	Minister	Ministry with Responsibility for Business and Private Sector Development and National Security
Mitchell, Adrian	Minister within Ministry of Agriculture ...	Ministry of Agriculture, Lands, Forestry, Fisheries, Public Utilities & Energy
Modeste Curwen, Clarice	Minister	Ministry of Telecommunications, Works & Transport
Moses, Aaron	Private Sector Senator	The Senate
Nimrod, Elvin	Minister & Attorney General	Ministry of Foreign Affairs & International Trade Ministry of Legal Affairs Ministry of Carriacou & Petit Martinique Affairs
Romain, Jerry	Secretary	Grenada United Labour Party
Rush, Ingrid	Senator	National Democratic Congress

<b>Other Participants</b>		
Andrews, Richardson	CEO	ARD
Charles, Sylvia	Macroeconomist/Planner	CFTC/ARD
Charles-Soomer, Elizabeth	Physical Planner	CFTC/ARD
Douglas Lincoln	Training Coordinator	ARD
Drakes, Osmond	Director, Finance	ARD
Finlay, Pauleen	Senior Education Officer	Ministry of Education & Labour
Friday, Angus	CEO	Glenelg Atlantean Capital
Jessamy, Merina	Policy Development Officer	Cabinet Secretariat, PMO
Laughlin, Ivan	Human Settlements Specialist	ARD
Lewis-Smith, Petipha	Office Operations Manager	ARD
Mc Guire, Nancy	Communication Specialist	ARD
Moraine, Rickie	Aid Coordinator	CFTC/ARD
Pierre, Kerry	Budget Officer	Ministry of Finance
Radix, Wayne J.	Head – Reform Management Unit	DHR
Swaisland, Robin	Senior Projects Manager	ARD
Wilson, Georgia	Research Officer	ARD
Worme, Stephenson	Minister of Religion	

**Participants, Review Workshop for Ministry Officials and Core Group  
November 22<sup>nd</sup> 2006**

<b>Name</b>	<b>Position</b>	<b>Organisation</b>
Charles, Sylvia	Macroeconomist/Planner	CFTC/ARD
Charles-Soomer	Physical Planner	CFTC/ARD
De Lima, Richard	Director, ERD	ARD
Delsol, Gregory	Research Assistant	ARD
Dottin, Kelvin	Environmental Liaison Officer	Ministry of Health & the Environment
Douglas, Lincoln	Training Coordinator	ARD
Drakes, Osmond	Director, Finance	ARD
Finlay, Pauleen	Senior Education Officer	Ministry of Education & Labour
Folkes Kitwana	Housing Coordinator	ARD
Friday, Angus	CEO	Atlantean Capital & Glenelg

Grilchist, Terron	Health Services Administrator	Ministry of Health
Henry-Mc Queen, Elaine	Project Coordinator	Grenada National Organisation of Women
Isaac, Beryl	Permanent Secretary	DHR, PMO
Jacobs, Hermes	Research Specialist	ARD
Jessamy, Merina	Policy Development Officer	Cabinet Secretariat, PMO
Joseph, Allan	Chief Forestry Officer	Forestry, Ministry of Agriculture, Lands, Forestry, Fisheries, Public Utilities & Energy
Joseph, Jacinta	Ag Head, Human Resources Development	DHR
Lewis, Claudia	Senior Administrative Officer	Ministry of Carriacou & Petit Martinique Affairs
Lewis, Simone	Project Development Manager	ARD
Lewis-Smith, Petipha	Office Operations Manager	ARD
Mahon, Junior	Trade Officer	Ministry of Foreign Affairs & International Trade
Martin, Patrick	CTO	Ministry of Communications, Works & Transport
Newton, Benedict	Chief Pharmacist	Ministry of Health
Phillp, Lydia	Health Promotion Officer	Ministry of Health
Sandy-David, Eunice	Permanent Secretary	Ministry of Sports, Community Development & Cooperatives
Scott, Sheldon	Public Relation & Project Officer	Ministry of Youth

### **Workshop Facilitators**

#### Workshop 1

- Charles, Sylvia, CFTC Macro-economist/Planner, ARD (Workshop Coordinator)
- Charles-Soomer, Elizabeth, CFTC Physical Planner, ARD
- De Lima, Richard, Director Economic Recovery, ARD
- Holder-Dolly, Jennifer, Director Social Recovery, ARD
- Holmes, Trevor, CFTC Historical Architect, ARD
- Swaisland, Robin, Senior Projects Manager, ARD
- Wilson, Georgia, Research Officer, ARD

### Workshop 2

- Charles, Sylvia, CFTC Macro-economist/Planner, ARD (Workshop Coordinator)
- Douglas, Lincoln, Training Coordinator, ARD
- Holder-Dolly, Jennifer, Director Social Recovery ARD
- Swaisland, Robin, Senior Projects Manager ARD
- Morain, Rickie, Aid Coordinator, ARD
- Owen, Keith, Agricultural Planner, ARD
- Wilson, Georgia, Research Officer , ARD

### Workshop 3

- Andrews, Richardson, CEO, ARD
- Charles, Sylvia, CFTC Macro-economist/Planner, ARD (Workshop Coordinator)
- De Lima, Richard, Director Economic Recovery, ARD
- Finlay, Pauleen, Senior Education Officer, Ministry of Education
- Frederick, Lima, Ag. Permanent Secretary, Ministry of Tourism
- Friday, Angus, GLENELG
- Holder-Dolly, Jennifer, Director Social Recovery, ARD
- Jessamy, Merina, Policy Development Officer, Cabinet Secretariat
- Swaisland, Robin, Senior Projects Manager, ARD
- Wilson, Georgia, Research Officer, ARD

### Workshop 4

- Andrews, Richardson, CEO, ARD
- Charles, Sylvia, CFTC Macro-economist/Planner, ARD (Workshop Coordinator)
- Charles-Soomer, Elizabeth, CFTC Physical Planner, ARD
- De Lima, Richard, Director Economic Recovery, ARD
- Douglas, Lincoln, Training Coordinator, ARD
- Frederick, Lima, Ag. Permanent Secretary, Ministry of Tourism
- Morain, Rickie, Aid Coordinator, ARD
- Owen, Keith, Agricultural Planner, ARD
- Wilson, Georgia, Research Officer, ARD

### Workshop 5

- Andrews, Richardson, CEO, ARD
- Charles, Sylvia, CFTC Macro-economist/Planner, ARD (Workshop Coordinator)
- Charles-Soomer, Elizabeth, CFTC Physical Planner, ARD
- Douglas, Lincoln, Training Coordinator, ARD
- Finlay, Pauleen, Senior Education Officer, Ministry of Education
- Friday, Angus, GLENELG
- Jessamy, Merina, Policy Development Officer, Cabinet Secretariat
- Morain, Rickie, Aid Coordinator, ARD
- Swaisland, Robin, Senior Projects Manager, ARD
- Wilson, Georgia, Research Officer, ARD

## **CORE GROUP MEMBERSHIP**

- Andrews, Richardson, Chief Executive Officer, ARD
- Bierzynski, Allan, Director Grenada General Insurance Company Ltd.
- Charles, Sylvia, CFTC Macroeconomist/Planner (Coordinator Strategic Planning Process)
- Charles-Soomer, Elizabeth, CFTC Physical Planner
- Delsol, Gregory, Research Assistant ARD
- Dottin, Kelvin, Environment Liaison Officer, Ministry of Health
- Douglas, Lincoln, Training Coordinator ARD
- Finlay, Pauleen, Senior Education Officer, Ministry of Education and Labour
- Frederick, Lima, Ag Permanent Secretary Ministry of Tourism, Civil Aviation...
- Friday, Angus CEO Glenelg & Atlantean Capital
- Henry-McQueen, Elaine, Project Coordinator Grenada National Organisation of Women
- Jacobs, Hermes, Research Specialist ARD
- Jessamy, Merina, Policy Development Officer Cabinet Secretariat, PMO
- La Grenade, Cecile, Managing Director De La Grenade Industries
- Laughlin, Ivan, Human Settlements Specialist
- Louison, Garvey, Louison Consulting & Member Economic Advisory Council
- Payne-Banfield, Gloria, Development Consultant and Executive GRENEED
- Wilson, Georgia, Research Officer ARD

## **APPENDIX 4: CONSULTATIONS BY MINISTRY, February – May 2007**

### **Persons Consulted by Ministry February 1<sup>st</sup> – May 3<sup>rd</sup> 2007**

#### **Cabinet Secretariat**

Agar Alexander, Cabinet Secretary  
Merina Jessamy, Policy Development Officer, Cabinet Secretariat  
Gregory Delsol, Research Assistant, ARD  
Sylvia Charles, CFTC Macroeconomist/Planner, ARD

#### **Department of Human Resources**

Beryl Isaac, Permanent Secretary  
Agatha Lewis, HRM Officer  
Deborah Gordon, MIO  
Barbara Andrews, Snr. HRM Officer  
Ray Roberts, Communications Officer  
Anna Lewis, HRM Officer  
Merina Jessamy, Policy Development Officer  
Gregory Delsol, Research Assistant, ARD  
Sylvia Charles, CFTC Macroeconomist/Planner, ARD

#### **Prime Minister's Office**

Elizabeth Henry-Greenidge, Permanent Secretary  
Caroline Alexis Thomas, National AIDS Directorate  
Theresa Bowen, Administrative Officer, PMO  
Cecil Greenidge, Youth Department, PMO  
Sylvan McIntyre, NaDMA  
Merina Jessamy, Policy Development Officer, Cabinet Secretariat  
Gregory Delsol, Research Assistant, ARD  
Sylvia Charles, CFTC Macroeconomist/Planner, ARD

#### **Ministry of Education**

Glenna Knights, Permanent Secretary  
Martin Baptiste, Chief Education Officer  
Ann Isaac, Senior Administrative Officer  
Ivy Harris, Early Childhood Education Supervisor  
Pauleen Finley, Senior Education Officer, Planning and Development  
Julien Ogilvie, Senior Education Officer – Schools Administration and Management  
Merina Jessamy, Policy Development Officer Cabinet Secretariat  
Gregory Delsol, Research Assistant, ARD  
Sylvia Charles, CFTC Macroeconomist/Planner, ARD

#### **Ministry of Sports, Community Development & Cooperatives**

Eunice Sandy-David, Permanent Secretary  
Florence Samuel, Community Development Officer  
Anne Marie Edwards, Community Development Officer  
Anne Marie Goddard, Community Development Officer  
Learrie Barry, Community Development Officer  
Merina Jessamy, Policy Development Officer, Cabinet Secretariat  
Gregory Delsol, Research Assistant, ARD  
Sylvia Charles, CFTC Macroeconomist/Planner, ARD

### **Ministry of Foreign Affairs and International Trade**

Oliver Joseph, Ag Permanent Secretary  
Sibyl Alexander, Head Multilateral Section Policy and Research Division  
Maureen Baptiste, Senior Administrative Officer  
Terrence Victor, Finance Officer  
Raphael Joseph, Foreign Service Officer, Bilateral Relations Section  
John Alexander, Administrative Officer  
Merina Jessamy, Policy Development Officer  
Gregory Delsol, Research Assistant, ARD  
Sylvia Charles, CFTC Macroeconomist/Planner, ARD

### **Ministry of Tourism, Civil Aviation, Culture and the Performing Arts**

Brenda Hood, Minister  
Arlene Buckmire-Outram, Ag. Permanent Secretary  
Catherine Languigne, Senior Administrative Officer MOT  
Esther Thomas, Head, Research & Planning GBT  
Sandra James, Accounts MOT  
Francis A Robertson, Ag. Senior Technical Officer MOT  
Thomas O Mathew, A. Chief Cultural Officer MOT  
Donald McPhail, Senior Civil Aviation Officer MOT  
Theresa La Touche, Head Administration GBT  
Jeanette James P.R.O. MOT  
Michael Jessamy, Heritage Conservation Officer  
Gregory Delsol, Research Assistant, ARD  
Sylvia Charles, CFTC Macroeconomist/Planner, ARD

### **Ministry of Agriculture, Lands, Forestry, Fisheries, Public Utilities & Energy**

Lana McPhail, Permanent Secretary  
Thaddeus Peters, Agricultural Officer Pest Management Unit  
Randolph Shears, Ag Chief Extension Officer, Extension Division  
Justin Rennie, Chief Fisheries Officer, Fisheries Division  
Aaron Francois, Planning Officer MOA  
Shira Baldeo, Agronomist, Agronomy Division

Guido Marcelle, Chief Analytical Chemist, Produce Chemist Laboratory  
Trevor Barciao, Director Lands & Surveys  
Michael Julien, Administrative Officer  
Michael Mason, Ag Chief Land Use Officer, Land Use Division  
Glenna NeptuneRoss, Administrative Officer  
Malachy Dottin, Biotechnologist MOA  
Bowen Louison, Veterinary & Livestock Division  
Gregory Delsol, Research Assistant, ARD  
Sylvia Charles, CFTC Macroeconomist/Planner, ARD

### **Ministry of Finance & Planning**

Lennox J Andrews, Permanent Secretary, Ministry of Finance  
Lena Downes, Standards Officer Grenada Bureau of Standards  
Isaac Bhagwan, Project Manager Basic Needs Trust Fund  
Beryl-Ann Clarkson, Statistician Central Statistical Office  
Carlton Frederick, Ag. General Manager Grenada Industrial Development Corporation  
Lincoln John, Manager Micro Enterprise Development Unit  
Ambrose N. Louis-Obike, Senior Accountant  
Jocelyn Paul, Project Officer, Ministry of Finance  
Gregory Delsol, Research Assistant, ARD  
Sylvia Charles, CFTC Macroeconomist/Planner, ARD

### **Produce Chemist Laboratory**

Guido Marcelle, Chief Analytical Chemist, Produce Chemist Laboratory  
Camille St. Louis, Produce Chemist, Responsible for Food Technology  
Gregory Delsol, Research Assistant ARD  
Sylvia Charles, CFTC Macroeconomist/Planner ARD

### **Ministry of Legal Affairs**

Nadica McIntyre, Permanent Secretary  
Petrona Sealy-Browne, CFTC Legal Adviser  
Gregory Delsol, Research Assistant, ARD  
Sylvia Charles, CFTC Macroeconomist/Planner, ARD

### **Ministry of Health, the Environment, Social Security & Ecclesiastic Affairs**

Ann David-Antoine, Minister  
Gemma Bain-Thomas, Permanent Secretary  
Tessa Stroude, Senior Planning Officer  
Christine La Grenade, Director Community Health Services  
Gail Charles, Ag. Senior Administrative Officer  
Terron Gilchrist, Director for Hospital Services  
Dave Duncan, Health Planner

Bert Brathwaite, Medical Director, General Hospital  
Clement Gabriel, Health Services Administration  
Gregory Delsol, Research Assistant ARD  
Sylvia Charles, CFTC Macroeconomist/Planner

**Ministry of Social Development**

Jacinta Joseph, Ag. Permanent Secretary  
Merle Walker, Coordinator, Domestic Violence Unit  
Joy Walker, Administrative Officer  
Angela Peters, Gender & Family Affairs  
Denise Hosten, Sr. Administrative Officer  
Arlene Daniel, Chief Welfare Officer  
Donald A Noel, Ag. Executive Finance Officer  
Clement E Francis, National Coordinator for the Elderly  
Merina Jessamy, Policy Development Officer  
Gregory Delsol, Research Assistant, ARD  
Sylvia Charles, CFTC Macroeconomist/Planner, ARD

**Ministry of Works, Telecommunications and Transport**

Michael Pierre, Permanent Secretary  
Brenda Griffith, Administrative Officer  
Roslyn Phillip, Administrative Officer  
Allison Miller, Senior Administrative Officer  
Sylvia Charles, CFTC Macroeconomist/Planner, ARD

**Ministry of Carriacou and Petit Martinique Affairs**

Marie Alexis, Ag. Permanent Secretary, MCPMA  
Claudia Lewis, Senior Administrative Officer, MCPMA  
Diane Stanislaus, Secretary, MCPMA  
William Guadeloupe, Environmental Health Officer, MCPMA  
Bernard Mc Intosh, Agricultural Officer, MCPMA  
Chester Emmons, Personal Assistant to Minister, MCPMA  
Gregory Delsol, Research Assitant ARD  
Merina Jessamy, Policy Development Officer, Cabinet Secretariat

**Department of Labour, Ministry of Education and Labour**

Mr Cyrus Griffith, Labour Commissioner  
Merina Jessamy, Policy Development Officer, Cabinet Secretariat  
Gregory Delsol, Research Assistant, ARD  
Sylvia Charles, CFTC Macroeconomist/Planner, ARD

ARD  
03- 05- 07

# **ACTION PLAN**

## ACTION PLAN

### ECONOMY AND POVERTY

Goal 1	Objectives	Strategies	Activities	Agency	Timeline
An economically transformed country and people centred development	1.1 To enhance Productivity and competitiveness	1.1.1 Promoting a knowledge based economy	1.1.1.1 Conduct management training in staff recruitment	DHR*, PSC, ARD, Donors	2007/08
			1.1.1.2 Promote a productivity culture through awareness & sensitisation programme (including management orientation in factors influencing productivity and competitiveness)	DHR*, ARD, MOE, Donors	2007/08
			1.1.1.3 Organise quizzes & infomercials		
			1.1.1.4 Establish and equip regional/parish libraries	MOE	2007 – 2017
			1.1.1.5 Institution by firms of continuous training & technology upgrade systems	MOS	2007 – 2017
			1.1.1.6 ICT awareness programme	GCIC*, Private Sector	2007 - 2017
			1.1.1.7 Establish a think tank amongst Government, firms, academic institutions, civil society & consultants on Grenada's involvement with the knowledge-based economy and CKLN	CIMA/PMO*, MOE PMO	2008 2008 – 2017
			1.1.1.8 Promote training in ICT in schools & higher education institutions		
			1.1.1.9 Lengthen school hours e.g. extra curricular activities	MOE*, DHR	2008
			1.1.1.10 Monitor and evaluate performance management/targets for schools re grammar and arithmetic	MOE*, Trade Unions	2007
			MOE	2007 - 2017	
		1.1.2 Promoting public sector reform and improvements in productivity	1.1.2.1 Implement a public sector modernisation programme	DHR	2007 - 2017
		1.1.3 Enhancing Government/Labour Movement cooperation to promote national development (e.g. on national priorities, wages and productivity and work conditions)	1.1.3.1 Increase the effectiveness of the collaborative mechanism between the Government and the Trade Unions	DOL	2007
			1.1.3.2 Organise training for members of Trade Unions	Trade Unions*, DOL	2007 - 2017
			1.1.3.3 Examine models of Government/Trade Union/Employer collaboration		

		1.1.4 Supporting the Development and upgrade of quality of products & services	1.1.4.1 Increase the capacity and visibility of the Bureau of Standards 1.1.4.2 Develop incentives such as Product & Service Awards 1.1.4.3 Ensure publication, legislation and certification of international standards in tourism, agro-processing and entertainment 1.1.4.4 Develop and implement a Consumer Protection Act 1.1.4.5 Promote consumer education & organization 1.1.4.6 Strengthen the trade negotiating capacity vis-à-vis international trade agreements & rules e.g. WTO 1.1.4.7 Conduct market intelligence on fads and changes in consumer tastes.	GDBS GIDC*, GDBS GIDC , MOT/GBT, MOA, GDBS*, MLA MED&P, MOF*, MLA MOF MED&P*, MOFA MOFA, MED&P*	2007 – 2017 2007 – 2017 2007 – 2017 2008 2008 - 2017 2007 - 2017
		1.1.5 Support system for entrepreneurship	1.1.5.1 Enhance entrepreneurship programme at school level. 1.1.5.2 Provide support and institutional strengthening for GIDC and BDU 1.1.5.3 Introduce legislation and programmes to support alternative financing mechanisms such as venture capital and business angel financing. 1.1.5.4 Institute annual entrepreneurship awards	MOE*, GIDC, MOT/GBT & GCIC MED&P*, MOF MOF GCIC, GIDC*, MOT/GBT	2007 – 2017 2007/08 2008 2007 – 2017
		1.1.6 Spice Isle Branding	1.1.6.1 Promote services and products that are innovative, competitive & efficient 1.1.6.2 Provide a spice experience on the arrival of visitors to the airport and the cruise terminal, e.g. complementary spice flavoured drink, display of spice related products and the spice aroma. 1.1.6.3 Plant more nutmeg and spice trees in designated locations. 1.1.6.4 Use a standard font for ‘GRENADA’ and spice branding 1.1.6.5 Promote the culinary arts with a bias towards the use of local spices 1.1.6.6 Compile a Spice Food Cookery Book	GIDC*, MOT, Private Sector, GCIC GBT MOA, MOT* GDBS MOT/GBT, F&NC*, Cultural Foundation, GIDC, MOS	2007 - 2017 2007 – 2017 2007/08 2008 2008 - 2017 2007/08
		1.2 To promote innovation, enterprise and creativity	1.2.1 Teacher training and curriculum upgrade to emphasise creativity	1.2.1.1 Address creativity through the curriculum: e.g. chess, visual arts, useful video games, cognitive testing, performing arts, music studio production, film production	MOE

		1.2.2 Linking education with the world of work	1.2.2.1 Conduct work and organizational skills training 1.2.2.2 Conduct career counselling 1.2.2.3 Upgrade current programmes linking work & study e.g. promote interaction between practitioners & school children; introduce summer apprenticeship programmes 1.2.2.4 Upgrade and expand programmes to foster entrepreneurship & inventions (e.g. science & technology fairs; product launch activities; inclusion of business formation in SBAs)	MOE*/TAMCC ARD, GCIC, NEWLO	2007 – 2017
	1.3 To identify & develop strategic productive activities & exports	1.3.1 Development and expansion of tourist industry	See 8.1 – 8.6		
		1.3.2 Development of higher education sector to generate foreign exchange earning, in addition to meeting national training needs	1.3.2.1 Examine niches that can be exploited (example: successes of the SGU)	MOE, DHR, MED&P, GIDC*	2008 - 2017
		1.3.3 ICT Development	See 1.1.1.6 - 1.1.1.8		
		1.3.4 Supporting the development of the entertainment and creative industries as a viable industry and export	1.3.4.1 Establish a developmental programme for the performing and other creative arts 1.3.4.2 Commence preparation for involvement in the industry by introducing the teaching of music, poetry, composition, dramatic arts and theatre as disciplines within the school system 1.3.4.3 Facilitate the establishment of an association of artistes – entertainers, writers, musicians, performing and visual artists, architects, designers 1.3.4.4 Redraft legislation on intellectual property rights – trade marks, patents, copyrights 1.3.4.5 Establish an intellectual property rights office 1.3.4.6 Conduct seminars/workshops on intellectual property rights 1.3.4.7 Provide incentives for promoting the creative industries	MOT*, Civil Society, Private Sector  MOE  MOT*/Cultural Foundation, ARD  MOT, MLA*  MLA*, MED&P, MOF MED&P*, MOFA, MLA, MOF, MOT MED&P, MOF, GIDC*	2007 – 2012  2008  2007  2007  2007  2008 - 2017  2008

		1.3.5 Developing sports as a viable industry	1.3.5.1 Promote a range of land-based and water-based sports e.g. cricket, football, yachting and other water-based sports 1.3.5.2 Promote Grenada as a venue for sports training 1.3.5.3 Establish a sports hall of fame to encourage & reward excellence in sports	MOS*, MOT, Private Sector  MOS*, MOT, GIDC  MOS	2007 - 2017  2007 - 2017  2008
		1.3.6 Development of an offshore health sector	1.3.6.1 Conceptualise and implement a programme for developing off-shore health sector e.g. offering services in spas, retirement homes, cancer convalescence, dental services, cosmetic surgery, nutraceuticals and herbal medicines 1.3.6.2 Examine success stories such as Cuba and Barbados	GIDC, MOH*, MOT, MED&P, MOFA, MOA, Private Sector  GIDC, MOH*, MED&P, MOFA	2007 – 2017
		1.3.7 Implementing National Export Strategy	1.3.7.1 Promotion of the strategy among all stakeholders	MED&P	2007 - 2017
		1.3.8 Developing horticulture, capitalising on the successes of Chelsea Flower Show	See 9.4.3		
		1.3.9 Development of non-traditional agriculture	1.3.9.1 Fruit crop production (See 9.4.1) 1.3.9.2 Production of Herbs (See 9.4.2)		
		1.4 To improve and enhance human resource capital	1.4.1 Extension of access and offerings in technology, technical and professional training	1.4.1.1 Identify the types of skills being targeted and appropriate institutions for delivery of training 1.4.1.2 Develop middle management training across all sectors	MOE, DHR*, ARD Donors
	1.4.2 Coordination of training with regional institutes/institutions		1.4.2.1 Promote the concept of regional centres of excellence	MOE*, DHR	2008 - 2017
			1.4.2.2 Establish national certification for vocational training consistent with the Caribbean Vocational Qualification		
			1.4.2.3 Consider use of tax incentives to the private sector for provision of training at national and firm levels	MOF	2007/2008
	1.4.3 Creating an enabling environment for trained nationals	1.4.3.1 Develop mechanism for linking competencies and skills with available opportunities (including creation of data bank)	DOL*, DHR	2007 - 2017	

	1.4.4 Agreeing on a programme of faculty development between UWI, SGU and GOG/PMO	1.4.4.1 Identify needs 1.4.4.2 Collaborate with UWI, SGU & TAMCC	DHR	2007 - 2017
1.5 To improve macroeconomic management	1.5.1 Monitoring GDP, prices, unemployment & balance of payments	1.5.1.1 Improve the capacity for data gathering and analysis	CSO, MED&P, MOF*	2007 – 2017
	1.5.2 Diversifying and broadening revenue base	1.5.2.1 Implement strategic economic activities (1.3) 1.5.2.2 Implement the VAT	Ministries/Private Sector MED&P* MOF*	2007 – 2017  2007
	1.5.3 Enhancing revenue, expenditure & debt management	1.5.3.1 Strengthen the administration of Customs & the Revenue Authority 1.5.3.2 Improve administration in the Ministry of Finance through training in financial programming, debt management & project management 1.5.3.3 Implement the ECCU debt sustainability targets	MOF  MOF  MOF	2007 – 2017  2007 – 2017
1.6 To promote investment and diversify range of financing products for Private Sector	1.6.1 Improving investment climate	1.6.1.1 Complete and implement findings of the investment climate study 1.6.1.2 Continually upgrade the skills of the labour force	GIDC*, ARD,  Firms, GCIC*	2007 – 2017  2007 - 2017
	1.6.2 Reforming GIDC	1.6.2.1 Improve the investment promotion function	GIDC*, ARD, Donors	2007
	1.6.3 Developing a range of investment financing products	1.6.3.1 Introduce venture capital financing 1.6.3.2 Set up mechanism for angel financing 1.6.3.3 Banking system to educate public on new financing products	GIDC*, MOF, Private Sector Banking System	2008 2007-2017
1.7 To promote rural development and spatial balance	1.7.1 Development of rural/regional development plans with community engagement	1.7.1.1 Conduct socio-economic situation analysis 1.7.1.2 Conduct an inventory of community natural and human resources 1.7.1.3 Design appropriate interventions	MED&P*, MCPMA, NGOS EAD/MOH, MOA, MOS MED&P*	2008 – 2017  2008 - 2017
1.8 To increase employment opportunities	1.8.1 Promoting employment generating activities	1.8.1.1 Develop investment climate conducive to business expansion and establishment 1.8.1.2 Introduce measures to stimulate the establishment of small businesses	GIDC, MED&P*  MEDU*, GIDC, MED&P	2007 – 2017
1.9 To ensure that development initiatives take people's concerns into consideration	1.9.1 Social impact assessment	1.9.1.1 Ensure that all major projects are analysed for potential environmental and social impacts	MED&P/ PPU*, MOF	2007 - 2017

1.10 To reduce poverty and promote equal opportunity	1.10.1 Training	1.10.1.1 Develop technical and vocational programmes based on SPEED 2006 1.10.1.2 Link training with skills in product development & marketing 1.10.1.3 Develop an adult literacy programme	MOE*, DHR, NGOs	2007 - 2017
	1.10.2 Encouragement of entrepreneurship	1.10.2.1 Identify and award best practices in entrepreneurship	GDBS, GIDC*	2007 – 2017
		1.10.2.2 Provide assistance with the development of business plans for SMEs	GIDC/BDU, MEDU	2007 – 2017
		1.10.2.3 Strengthen the Micro Enterprise Development Unit to more efficiently serve SMEs	MED&P*, MOF	2008 - 2017
	1.10.3 Promoting employment generating activities	See 1.8.1		
	1.10.4 Job placement programme for youth	1.10.4.1 Institutionalize the employment agency function in accordance with the Labour Code	DOY, DOL*, NGOs	2007 - 2017
	1.10.5 Improving access to infrastructure e.g. roads, water, electricity	1.10.5.1 Identify areas most in need of improved infrastructure and implement programmes	Ministries, MOF, MED&P*, ARD	2007 - 2017
	1.10.6 Rural development	1.10.6.1 Design and implement development plans/initiatives based on findings of the Country Poverty Assessment and other surveys	MOF*, MOSD, GREP, NGOs, ARD	2008 - 2017
	1.10.7 Promoting sustainable livelihoods	1.10.7.1 Promote backyard gardens	MOA*, MOS, Civil Society, MEDU	2007 - 2017
1.10.7.2 Promote the rearing of small ruminants				
1.10.7.3 Promote agro-based cottage industries				
1.10.7.4 Promote hard work and resilience		MEDU*, MCPMA, MOA		
1.10.8 Educating people on planning for retirement	1.10.8.1 Launch a campaign to promote saving and investment	Financial institutions	2007 – 2009	
	1.10.8.2 Lobby financial institutions to provide investment opportunities	MOF*, GIDC	2007 - 2009	
1.10.9 Increasing social services	1.10.9.1 Develop a range of social services to meet the needs of the community	MOSD*, MOS, Civil Society	2007 – 2008	
	1.10.9.2 List and publicize available services			
	1.10.9.3 Review, update & promote programmes to eradicate poverty among the elderly and enhance their quality of life	MOSD	2007	
	1.10.9.4 Coordinate the needy students' assistance programmes to ensure equitable distribution	MOSD	2007-2017	
	1.10.9.5 Restore retirement benefits for Public Officers joining the service after 1983 or create pension plan	MOE, DHR, MOSD MOF	2008	

		1.10.10 Developing and implementing legislation against discrimination	1.10.10.1 Lobby for updated legislation around discrimination and equal opportunity	DOL*, MLA	2009
		1.10.11 Developing an effective complaints mechanism	1.10.11.1 Finalise legislation for establishment of office of the Ombudsman	DHR*, MLA, Multipartite Committee, DOL	2008
		1.10.12 Legislation for protecting workers and businesses	1.10.12.1 Review and update Minimum Wage Regulation 1.10.12.2 Introduce capital right offs and other incentives	DOL*, Trade Unions MOF, GIDC, MLA MOF, MED&P*/GIDC, MLA	2008 - 2009

## SOCIAL CAPITAL

Goal 2	Objectives	Strategies	Activities	Agency	Timeframe		
A socially strengthened and cohesive society, supported by an educated, trained and creative human resource	2.1 To build family values	2.1.1 Research pertaining to family values	2.1.1.1 Initiate research through academic institutions, consultants etc.	MOSD*, MOFA, NGOS, UWI, Civil Society	2008		
		2.1.2 Educational campaigns and institutional support for development of family values	2.1.2.1 Design and implement education programs targeted at specific areas e.g. reducing promiscuity and supporting young people in postponing having children until having reached a more mature stage	2.1.2.2 Provide financial support for single parents	2.1.2.3 Establish day care centres for children and the elderly	MOE*, MOH, MOSD, NGOs, ARD, Civil Society	2007 - 2017
						MOSD	2007 - 2017
			2.1.2.4 Review public assistance policies with a view to improvement	MOSD*, MOF, NGOs, Donors	2007 - 2017		
				MOSD	2008-2017		
		2.1.3 Communication campaigns to inform the society of positive values and negative influences	2.1.3.1 Design and implement radio and television programmes	MOSD*, Media, Private Sector			
	2.1.4 Developing, upgrading, enforcing and monitoring the implementation of family laws	2.1.4.1 Introduce measures to reduce family-based violence and abuse e.g. spousal abuse, child abuse, incest and marital rape	2.1.4.2 Review and update laws relating to statutory rape, child maintenance, child protection	2.1.4.3 Provide counselling services to families in crises	MOSD*, Civil Society, NGOs	2007	
					MOSD, MLA*, RGPF,	2007	
		2.1.4.4 Increase the number of services through which abused family members can report and get help	2.1.4.5 Review on ongoing basis laws dealing with family issues	MOSD*, LACC, Private Sector, NGOs	2007 - 2017		
				MOSD*, LACC, Civil Society, Civil Society	2007 - 2017		
				MLA, MOSD*, NGOs	2007 - 2017		
	2.1.5 Supporting the involvement of family teams in festivals and competitions	2.1.5.1 Promote the extended family system and community spirit	2.1.5.2 Increase the number of activities for the participation of the whole family	MOSD*, NGOs, MOS, CBOs	2007 - 2017		
MOSD*, NGOs, CBOs, Civil Society				2007 - 2017			
2.2 To build social cohesion	2.2.1 Identification and celebration of national heroes	2.2.1.1 Establish a National Pride Committee based on transparent selection process and with Terms of Reference	2.2.1.2 Develop criteria for identification of heroes	MOT, PMO*, NGOs, Civil Society	2008		
				MOT*, GBT, NGOs,	2007- 2008		

		2.2.2 Development of a series of festivals, competitions and other activities focusing on national identity	2.2.2.1 Review existing legislation governing festivals 2.2.2.2 Identify and strengthen existing festivals and competitions that meet agreed criteria e.g. best community	PMO*, Cultural Foundation, MOT Private Sector, MOS	2008
		2.2.3 Expanding the range of national awards	2.2.3.1 Identify categories & develop criteria 2.2.3.2 Establish non-partisan committee and transparent and fair selection procedures	MOE*, MOF, MWAG Media owners, FBOs	2008 - 2017
		2.2.4 Promotion of civics and national symbols	2.2.4.1 Design a comprehensive programme for schools and for the general public (review civics handbook) 2.2.4.2 Conduct campaigns in print and electronic media	MOE*, MOF, MWAG Media owners FBOs	2007 - 2017
		2.2.5 Promoting Grenada's image locally & abroad through investing in local talent & resources	2.2.5.1 Set up a Grenadian talent fund for sponsorship of original ideas, supporting Grenadian talent and international representation 2.2.5.2 Establish a national heritage month	Cultural Foundation* MOF Donors, Private Sector	2008
		2.2.6 Setting up monuments and other public works for memory and records	2.2.6.1 Develop criteria and process for creating monuments 2.2.6.2 Name & rename buildings, streets and other public artefacts to reflect Grenadian interests 2.2.6.3 Subject to National Pride Committee	MOT*, Cultural Foundation, Willie Redhead Foundation, GNT, NGOs, Civil Society	2007 2007 - 2017
		2.2.7 Using the arts and cultural performance in free open spaces to encourage free association of people	2.2.7.1 Redevelop parks and other open spaces including the placing of a stage and other performance supporting equipment 2.2.7.2 Create and support a small group to institute regular public cultural and arts activity 2.2.7.3 Encourage drama and other artistic endeavours by the schools, youth groups & senior citizens	MOS, MOW, MOT*, PPU, EAD/MOH Civil Society, GHTA, Private Sector MOT*, Cultural Foundation, DOY, MOE	2008 2008 2007 – 2017

	2.3 To promote consultation/participation in decision-making	2.3.1 Development of civil society, NGOs, CBOs, churches and other bodies	2.3.1.1 Develop granting instruments to support the work of the NGOs and CBOs 2.3.1.2 Provide information to Civil Society on available grants 2.3.1.3 Provide training and technical support for management and leadership of non-profit organisations 2.3.1.4 Develop a national NGO/CBO non-profit policy to address standards and functioning	Line Ministries, MOF  MOF*, Media  DHR*, MOS  IAGDO, MED&P*, MOSD, Line Ministries NAD/PMO	2008 - 2017   2007 - 2017  2008 - 2017
		2.3.2 Developing and promoting professionalism in the media	2.3.2.1 Provide scholarships and awards in media 2.3.2.2 Promote development of locally run courses in media through TAMCC & SGU 2.3.2.3 Invest in continuing education for the field of mass communication 2.3.2.4 Support professionalism in and upgrade the Media Association of Grenada (MWAG)	DHR* Media Association, MOE*, MWAG, PMO DHR MWAG*, PMO, MOE  MWAG*, UWI, Private Sector	2008 - 2017  2008
		2.3.3 Addressing laws related to free speech, press, information etc.  2.3.4 Strengthening the Multi-partite Committee	2.3.3.1 Finalise and implement the Freedom of Information Bill  2.3.4.1 Provide the Committee with its own secretariat, budget etc. 2.3.4.2 Publish its reports nationally	PMO, MLA*, MWAG  MOF	2008 - 2017  2008

	2.4 To develop the human resource for active participation in development through education and training	2.4.1 Developing a national Human Resources Policy	2.4.1.1 Review and update the Strategic Plan for Educational Enhancement (SPEED) as necessary 2.4.1.2 Continually assess the current and future human resource needs of the country 2.4.1.3 Create tertiary-level training and development programmes for professional and technical service personnel 2.4.1.4 Introduce a system of continuous training for public officers 2.4.1.5 Increase training opportunities through bilateral & multilateral negotiations 2.4.1.6 Conduct a national literacy survey	MOE  DHR*, MOE  DHR, MOE*, TAMCC, UWI, Private Sector DHR  MOFA*, MOE, DHR  CSO, MOE*	2007 - 2017  2007 - 2017 2007 - 2017 2008 – 2017 2007 – 2017 2008
		2.4.2 Assessment of education and training infrastructure	2.4.2.1 Conduct a comprehensive assessment of the country's education and training infrastructural needs based on assessment in 2.4.1 2.4.2.2 Build/utilize facilities based on needs assessment and access considerations 2.4.2.3 Require a maintenance plan for new and existing facilities 2.4.2.4 Allocate funds for maintenance	MOE*, ARD  MOE*, PPU, MOW, MOF MOE  MOF	2007 - 2017  2008-2017 2008 2008
	2.5 To promote a healthy population through adequate surveillance systems & health infrastructure	2.5.1 Implementation of National Health Strategic Plan  2.5.2 Establishment of a continuous process for evaluating health infrastructure needs	2.5.1.1 Disseminate information 2.5.1.2 Launch public education campaign on the Plan  2.5.2.1 Build new facilities based on needs assessment & access requirements 2.5.2.2 Require a maintenance plan 2.5.2.3 Allocate funds for maintenance	MOH*, Private Sector, NGOs  PPU, MOW, MOF,  MOH*, MOSD, donors MOF	2007 - 2012  2007 – 2017 2007 - 2017

		2.5.3 Provision of adequate and accessible health care network	2.5.3.1 Improve the system of primary health care teams 2.5.3.2 Enhance the capacity of the epidemiology unit with adequate staff and resources 2.5.3.3 Enhance the surveillance capacity in general and more specifically in respect of potential pandemics, such as HIV/AIDS, SARS and Avian Flu	MOH MOH*, MOF, DHR, GMA, Donors MOH*, MOFA	2007 - 2017 2008 - 2017 2008
		2.5.4 Financing health care	2.5.4.1 Examine alternative cost recovery mechanisms 2.5.4.2 Examine successful cost recovery schemes	MOH	2008
		2.5.5 Mainstreaming HIV/AIDS management	2.5.5.1 Complete & implement policy 2.5.5.2 Intensify the campaign 2.5.5.3 Develop capacity for managing HIV/AIDS 2.5.5.4 Allocate funds for HIV/AIDS management	NAD*/PMO, MOH NAD*/PMO, MOH, MOH MOF	2007 2007 - 2017 2009 2009
		2.5.6 Developing and costing of a package of services in preventive health	2.5.6.1 Develop associated policy in broad consultation	MOH*, NGOs, GMA	2009
		2.5.7 Promoting healthy lifestyles among the population	2.5.7.1 Conduct campaigns on health risks, accidents and injury with an aim to improve the quality of life 2.5.7.2 Develop a policy with regard to smoking in public places 2.5.7.3 Develop safe pathways in parks to promote walking for relaxation and health 2.5.7.4 Provide sidewalks and pavements throughout the country for safe walking 2.5.7.5 Promote disease prevention, including in relation to emotional, spiritual, mental and social well-being 2.5.7.6 Emphasize a focus on HIV/AIDS education in school curriculum	MOH*, Private Sector, Media, RGPF, MOSD MOH MOW, NGOs, MOS* MOT*, PPU MOW MOH*, GMA, NGOs MOE	2007 - 2017 2007 - 2017 2007 - 2017 2008

		2.5.8 Guidance and counselling for students at risk	2.5.8.1 Train and make available specialist guidance officers in all schools	MOH, MOE*, NGOs	2007 - 2017
		2.5.9 Promoting the mental health and well being of the population	2.5.9.1 Develop and support Employee Assistance Programme (EAP) for public officers 2.5.9.2 Develop & implement a national mental health policy and plan	DHR  MOH*, GMA, NGOs	2007 -2017  2007
		2.5.10 Designing, implementing and monitoring programmes for accident prevention (including road, sea, air and workplace accident prevention)	2.5.10.1 Set up a Committee of officials of the Health, Works and Traffic Departments 2.5.10.2 Heighten the accident prevention campaign 2.5.10.3 Design, implement and monitor occupational health and safety legislation 2.5.10.4 Set up committees at workplace for accident prevention	MOH, MOW*, PPU, RGPF, MOT, MOF  MLA, MOH, BOS, ARD, DOL* DOL*, NaDMA	2007 - 2017  2007 - 2017  2008
	2.6 To provide adequate shelter and improve the provision of and access to land for housing, social and economic activity	2.6.1 Developing and implementing a national land use policy, human settlements policy and settlement development plan	2.6.1.1 Finalize and implement the land use policy, human settlements policy and plan 2.6.1.2 Support the work of the Human Settlements Task Force 2.6.1.3 Establish mechanisms to encourage housing settlements for all socio-economic groups 2.6.1.4 Provide free and green spaces within all housing settlements 2.6.1.5 Develop a policy on burial sites	MOA, PPU, ARD*  ARD, MOA, PMO, MOSD, PPU, NGOs MOSD*, Housing Authority, PPU, ARD  PPU*, Housing Authority PPU	2007-2009  2007 – 2017 2007 - 2017  2007 - 2017  2007 - 2017
		2.6.2 Development of a national cadastre and the necessary topographic maps	2.6.2.1 Digitize parcel information from the Valuation Division, Land Registry and Lands and Survey	ARD*, MOA, SCR	
	2.7 To cater to the needs of disadvantaged and challenged persons	2.7.1 Developing and implementing policies and laws on the treatment of persons with disabilities	2.7.1.1 Increase the accessibility to roads, pavements, transportation, schools & other buildings etc 2.7.1.2 Strengthen legislation to cater to disabled persons	MOW*, MOS, NGOs, Service Clubs, GNCD, MOSD, PPU/MED&P MOSD*, MLA	2008 - 2017  2008

		2.7.2 Increasing the range of support services that are available to persons with disabilities and their care-givers/parents	2.7.2.1 Integrate physically and mentally challenged persons in the workforce as far as possible 2.7.2.2 Enhance the educational provision for mentally & physically challenged persons 2.7.2.3 Provide financial support and scholarships to disabled and families 2.7.2.4 Provide residential homes	MOSD, MOE/DOL*, Civil Society,  MOSD*, MOF, Donors	2007 - 2017  2008 - 2017
	2.8 To create conditions conducive to crime prevention and reduction	2.8.1 Implementing a range of social and economic measures	2.8.1.1 Reduce poverty and increase employment opportunities 2.8.1.2 (See 1.10 & 1.12) Maintain family values (See 2.1) 2.8.1.3 Review and update the anti-crime strategy	PMO*, RGPF, NGOs, Civil Society	2008

### CULTURAL CAPITAL

Goal 3	Objective	Strategies	Activities	Agency	Timeframe
A culturally aware society with synergies between culture and economy	3.1 To promote cultural renewal and awareness	3.1.1 Education campaign to promote the tangible and intangible heritage in communities throughout Grenada	<p>3.1.1.1 Establish a national archives</p> <p>3.1.1.2 Document – film, record, write and collect information on heritage and culture</p> <p>3.1.1.3 Promote the tangible and intangible heritage in communities throughout Grenada by putting information into accessible formats, e.g. books, flyers, websites, etc.</p> <p>3.1.1.4 Identify and engage individuals/institutions to undertake research on culture and heritage</p> <p>3.1.1.5 Undertake a comprehensive listing of heritage resources in Grenada</p> <p>3.1.1.6 Review &amp; enhance regulations for protection of heritage sites and modern development in keeping with heritage themes</p>	<p>MOE*, PMO, MOT</p> <p>MOE, Media, NGOs</p> <p>MOT*, Cultural Foundation</p> <p>MOT*, GBT, MOE</p> <p>Civil Society</p> <p>Cultural Foundation, The Museum</p> <p>Cultural Foundation, MOE, NGOs, MOT*, UWI</p> <p>ARD, MOT*/Cultural Foundation, NGOs, ARD, MOT*/Cultural Foundation, NGOs, GNT</p>	<p>2009</p> <p>2008</p> <p>2007-2009</p> <p>2007 - 2017</p> <p>2007/08</p> <p>2007 – 2017</p>
	3.2 To promote cultural identity and enhanced perception of self	3.2.1 See 2.2 for addressing social cohesion			
	3.3 To link culture with livelihoods and development	3.3.1 Creating a supportive environment for the development of culture	<p>3.3.1.1 Support the development of community cultural industries</p> <p>3.3.1.2 Provide incentives for the production and purchase of local products</p> <p>3.3.1.3 Establish a developmental programme for the performing and other creative arts, including the award of scholarships in drama, dance, music</p> <p>3.3.1.4 Establish arts and creative expression as part of the educational programme at all levels of schooling</p> <p>3.3.1.5 Commence preparation for involvement in the industry by introducing specializations at secondary level in music, poetry, composition, dramatic arts and theatre within the school system</p> <p>3.3.1.6 Create avenues for expression and development e.g. competitions &amp; festivals</p>	<p>Cultural Foundation, MOF, MOT*, GIDC, Private Sector, NGOs</p> <p>MOF, GIDC*, MOT, Private Sector, Civil Society</p> <p>MOT*, ARD, MOE, DHR</p> <p>MOE*, MOT</p> <p>MOE*, MOT, Civil Society, Private Sector</p>	2007 - 2017

			3.3.1.7 Invest in the infrastructure to support cultural production e.g. performance halls and a national theatre	MOT*, Private Sector, NGOs MOF, MOW, MOT*	
		3.3.2 Creation of a direct link between entertainment, cultural products and the tourist industry	3.3.2.1 Invest in and develop festivals, shows and other packaged programmes as avenues to showcase the visual, performing, culinary & other forms of cultural expression	MOF, MOT*, GBT	
	3.4 To preserve, protect and conserve the national heritage	3.4.1 Establishment of adequate institutional arrangements for the preservation and conservation of heritage	3.4.1.1 Establish a National Heritage Foundation with clear terms of reference 3.4.1.2 Develop a policy on the preservation/conservation of heritage 3.4.1.3 Preserve, protect & restore artefacts, historical buildings and sites	MOT*, PPU, ARD  MOT*, NGOs, ARD Civil society, MOE ARD, MOT*, NGOs	2009  2007

**GOVERNANCE, PEACE AND SECURITY**

<b>Goal 4</b>	<b>Objectives</b>	<b>Strategies</b>	<b>Activities</b>	<b>Agency</b>	<b>Timeframe</b>
Improved governance and democracy that is conducive to a peaceful, safe and secure environment with justice for all	4.1 To promote accountability at all levels in all institutions	4.1.1 Promotion of transparency, accountability & accountable management systems	4.1.1.1 Enhance performance & transparency of PAC	Clerk of Parliament	2008 - 2017
			4.1.1.2 Institute internal auditing functions for all Ministries	DHR	2009
			4.1.1.3 Strengthen & enhance External Audit to ensure VFM & enforcement of International audit procedures	DHR, Audit Department*	2009
			4.1.1.4 Review, enact, implement & monitor Public Service Act; review PSC Staff Orders & Regulations, adopt & implement Ministerial Code	PSC, DHR*, MLA, SMB	2007
			4.1.1.5 Adopt CARICOM Charter for Civil Society	IAGDO	2007
			4.1.1.6 Develop, enact & implement Freedom of Information Act	PMO*, MLA	2007
			4.1.1.7 Effect provisions in law for advisory bodies & councils to facilitate governance	SMB	2009
		4.1.2 Setting performance standards	4.1.2.1 Include output oriented targets in job descriptions	DHR*, SMB	2008
			4.1.2.2 Review/ensure implementation of performance appraisal findings for all categories including 340	DHR*, SMB	2008
			4.1.2.3 Institute a performance assessment for Senior Managers in Government	DHR*, SMB	2008
	4.1.2.4 Establish productivity indicators & measurements for all sectors	DHR*, SMB	2009		
	4.1.2.5 Establish National Productivity Council	DHR*, SMB	2010		
	4.1.2.6 Adopt a system of merits & awards to reward outstanding performance	DOL	2008		
	4.1.2.7 Define & implement selection criteria for appointments based on merits	DHR*, SMB	2007		

		4.1.3 Promotion of anti-corruption practices	4.1.3.1 Enact the Integrity in Public Life & Anti-corruption legislation 4.1.3.2 Establish commissions with support systems to facilitate enforcement of Public Life & Anti-corruption legislation & Legislation for Public Complaints Authority	PMO, Clerk of House of Parliament, MLA Integrity Commission, DHR*, MLA	2007 2007 - 2017
		4.1.4 Promoting accountability at Community & family levels	4.1.4.1 Institute awareness programmes targeting family values and parenting 4.1.4.2 See 2 4.1.4.3 Set up family courts	MOSD  MLA*, the Magistracy & MOSD	2010 - 2017  2009
		4.1.5 Promoting Corporate Governance	4.1.5.1 Adhere to ECCU guidelines through enforcement of uniform banking act & regulatory and oversight functions of GARFIN 4.1.5.2 Enforce use of proper financial reporting standards by Government, Private Sector & Civil Society 4.1.5.3 Formulate guidelines for systematic reporting by Statutory Bodies, Cabinet committees and other Committees 4.1.5.4 Forge partnerships between Government & Private Sector	MOF/GARFIN  MOF, GARFIN*, Audit Dept. & SMB  Cabinet Secretariat*  PMO	2007 - 2017  2008 - 2017  2007  2006 - 2017
	4.2 To encourage participation & consultation among citizens	4.2.1 Public education for greater participation	4.2.1.1 Intensify educational programmes carried through the media 4.2.1.2 Increase village and community meetings for involvement in decision-making & implementation 4.2.1.3 Utilise brochures, internet & other media for disseminating information	GIS*, PMO/Press Secretary MOS*, All Ministries & Departments  All Ministries & Departments	2007 - 2017 2007 - 2017  2007 - 2017

		4.2.2 Linking Good Governance with participatory Democracy	4.2.2.1 Establish feedback mechanisms between consultation & policy & programmes 4.2.2.2 Strengthen the roles of IAGDO & SDC in influencing Policy Development 4.2.2.3 Undertake penal reform 4.2.2.4 Implement Strategic Plan for RGPF & adopt recommendation of Functional Review for RGPF	SMB, Cabinet Secretariat*  SMB, MOF, Cabinet Secretariat* MLA RGPF, Cabinet*	2007 - 2017  2007 - 2017  2008 - 2017 2007/2008
	4.3 To promote democratic ideals	4.3.1 Inclusion of democracy as a discipline in the school curriculum & education system	4.3.1.1 Orient principals on democratic selection processes (re student councils, prefects etc.) and on encouraging democratic principles and practices among students 4.3.1.2 Public Education Committee to commission discussion paper re democratic selection processes	MOE, Schools' Administration  PEC	2007 - 2017  2007 - 2017
		4.3.2 Promotion of democracy in selection of candidates within political parties	4.3.2.1 Orient Parties' Executives (also see 4.3.1.2)	PEC	2007 - 2017
		4.3.3 Promotion of democracy through press conferences by Parliamentarians & the openness of Parliament & Cabinet	4.3.3.1 Draft and adopt Communication Policy & Strategy for Government 4.3.3.2 Institute monthly announcements of policy decisions by Secretary to the Cabinet 4.3.3.3 Institute induction & advanced Governance sessions for all Parliamentarians 4.3.3.4 Improve dialogue & communication, clarify roles & responsibilities of Permanent Secretaries & Ministers	GIS*, PMO, MWAG  Cabinet Secretariat  Cabinet Secretariat  Cabinet Secretariat*, SMB, Consultant	2008  2007  2007  2007
		4.3.4 Promotion of democracy, peace & security at the international level	4.3.4.1 Enhance representation in international organs & conferences 4.3.4.2 Strengthen missions to perform intelligence & surveillance functions with respect to threats e.g SARS 4.3.4.3 Disseminate information on treaties & conventions	MOFA	2008 - 2017

	4.4 To provide media coverage & media responsibility	4.4.1 Promoting adoption of Media Policy	4.4.1.1 Finalize drafting of policy 4.4.1.2 Seminars and workshops 4.4.1.3 Establish a Media Commission 4.4.1.4 Monitor implementation of Media Policy 4.4.1.5 Promote training of media workers 4.4.1.6 Encourage investigative journalism through training	PMO/ PEC *, MWAG  PMO Media Commission,  MWAG, PEC	2007  2007 - 2017
	4.5 To support institutional strengthening & capacity building in Government & Civil Society	4.5.1 Strengthening of interest groups (NGOs, CBOs etc.) in accessing grants, financial management & leadership	4.5.1.1 Conduct seminars & training	MOS*, Consultant, IAGDO	2007 - 2017
		4.5.2 Educational seminars & workshops/fora for Government officials & NGOs	4.5.2.1 Identify critical areas of weaknesses in the partnership between Government & NGOs 4.5.2.2 Institute support mechanisms to deal with these	DHR, IAGDO  All Ministries & Departments IAGDO	2008 – 2017  2008 – 2017
			4.5.2.3 Develop NGO legislation distinct from the companies act	MLA*, IAGDO	2008
4.5.3 Discussions on Governance Issues in Government and Civil Society	4.5.3.1 Conduct governance seminars on critical issues	Cabinet Secretariat	2008 - 2017		

## YOUTH SECTOR

Goal 5	Objectives	Strategies	Activities	Agency	Timeframe	
A developed youth sector capable of participating in and benefiting from national development	5.1 To develop a continuous policy for the youth starting at early childhood development	5.1.1 Training and curriculum development for early childhood development	5.1.1.1 Provide ongoing training for education officers and teachers in the early childhood education	MOE	2007-2011	
			5.1.1.2 Update existing programmes in pre-primary schools and day-care centres	MOE*, MOSD	*2007-2008	
			5.1.1.3 Review and update legislation regarding youth as necessary	MLA, RGPF, DOY*	2007-2009	
			5.1.2 Reengineering the education system to accommodate the different potentials of youth	5.1.2.1 Develop capacity within schools to recognize and encourage a variety of talents – academic, sporting, performance, artistic, technical & scientific	MOE*, NCD, MOS, MOT, DOY	2007-2011
				5.1.2.2 Using retired professionals and peers as mentors within the schools to share their knowledge and experiences with the youths.	MOE	2007-2008
	5.2 To harness the energies of youth towards constructive engagement		5.2.1 Training and skills development through institutionalised skills programmes	5.2.1.1 Extend school hours and design extra-curricular activities e.g. debating and historical societies for in-school youths	MOE*, DOL GUT, GMMIWU	2007-2008
				5.2.1.2 Evaluate teacher work load in the light of above	MOE	2007-2008
5.2.1.3 Institutionalise a volunteer programme to assist with implementation				MOE	2007-2009	
5.2.1.4 Allocate resources to the programme				MOF*, DOY	2007-2008	
5.2.1.5 Design technical and vocational training for out-of-school youths				MOSD, NGOs, DOY*, MOE	2007-2009	
		5.2.1.6 Develop and implement programmes to address male under-achievement		MOS, NGOs, MOSD, DOY*	2007-2009	
			5.2.2.1 Establish and upgrade sporting facilities throughout the country	MOS*, MOW, ARD, DOY, MOT*, MOE, MOW	2007-2011	
			5.2.2.2 Establish and upgrade cultural & performance facilities through the country		2007-2011	
			5.2.2.3 Support parish sport councils and cultural organisations.		2007-2008	
			5.2.2.4 Design programmes to target out-of-school youths	MOS, NGOs, MOT	2007-2008	
	5.2.2.5 Design incentive-based sports and cultural forums for youths.	ARD, DOY*, NGOs, MOE	2007-2009			
				MOS*, NGOs, DOY		

	5.3 To develop economic and social programmes for youth involvement	5.3.1 Innovation and enterprise development	5.3.1.1 Stimulate innovation and inventions through creativity awards e.g. science, technology & mathematics fair	DOY, MOE*, ARD, GCIC	2007-2009
			5.3.1.2 Identify and award best practices in youth entrepreneurship	UNICEF, ARD, DOY*, GIDC DOY, DOL*,	2007-2009 2007-2008
			5.3.1.3 Institutionalise a job placement programme		
			5.3.1.4 Provide assistance with the development of business plans for SMEs	GIDC/BDU*	2007-2009
			5.3.1.5 See 1.2	DOY	
		5.3.2 Collaboration of different ministries, departments, NGOs, and other stakeholders on issues regarding youth and youth development.	5.3.2.1 Institutionalization of policy meetings among the different ministries, departments, NGOs and other stakeholders involved in youth related matters 5.3.2.2 Set-up a multi-representative Task Force which would include members from all ministries, departments, NGOs, CBOs, and other stakeholders involved in youth development. 5.3.2.3 Promote positive behavioural practices	DOY*, ARD, MOSD, MOE, NGOs  ARD, DOY*, MOSD, NGOs, CBOs	2007-2009  2007-2008  2007-2010
		DOY			

## GENDER

Goal 6	Objectives	Strategies	Activities	Agency	Timeframe
Gender equity is ensured in promoting human rights and inclusiveness	6.1 To ensure non-discrimination between males and females in access to and benefit from development	6.1.1 Gender situation analysis	6.1.1.1 Assemble and analyse gender disaggregated data 6.1.1.2 Conduct qualitative analyses 6.1.1.3 Examine gender in relation to economy e.g. employment & asset ownership, the law, education, health and other sectors 6.1.1.4 Assess the institutional arrangements for gender analysis, policy and planning 6.1.1.5 Reporting to meet international requirements on conventions signed	MOSD*, NGOs Civil Society Private Sector, Donors	2007-2017
		6.1.2 Development and implementation of a gender policy	6.1.2.1 Develop policy based on gender situation analysis 6.1.2.2 Implement the Gender Policy 6.1.2.3 Expand and strengthen the Division of Gender Affairs & NGOs working on gender issues	MOSD* Civil Society	2007 – 2008
		6.1.3 Advocacy and sensitization on gender issues	6.1.3.1 Design sensitisation campaigns on the concept of gender as a social construct 6.1.3.2 Conduct sensitization and advocacy campaigns on critical gender issues in the media, schools and work places	MOSD* Civil Society Private Sector	2007 - 2017
		6.1.4 Mainstreaming gender in national development	6.1.4.1 Based on gender situation analysis, design interventions across the various sectors to improve gender equity 6.1.4.2 Allocate human and financial resources to implement these interventions in each sector 6.1.4.3 Conduct gender audits and evaluation of major projects and investment	MOSD*, All Ministries Civil Society Private Sector DHR, MOF  MOSD*, NGOs Donors	2008
	6.2 To address the gendered division of labour	6.2.1 Sensitization	6.2.1.1 Design programmes to sensitize parents on avoidance of gendered roles in the socialization of children 6.2.1.2 Institute and monitor mechanisms for ensuring equal access to work for male and female 6.2.1.3 Institute equal pay for equal work, in cases where inequality exists 6.2.1.4 Research sexual harassment in the workplace	MOSD*, MOE Civil Society Educators, NGOs FBOs Private Sector  DOL, MOSD*  DOL, MOSD*,	2008  2008 – 2017  2009  2009 - 2017

				GNOW	
		6.2.2 Promotion of gender balance on boards, in the award of contracts and in the tendering process	6.2.2.1 Regulate and conduct sensitization campaigns on the equal opportunity principle in public and private sectors	MOSD*, DOL, MOW, MOF Media Private Sector	2007 - 2008
	6.3 To address gender issues in education and other critical areas such as at the household and community levels	6.3.1 Research and redress	6.3.1.1 Investigate and address the causes of the gender imbalance in student performance 6.3.1.2 Conduct studies on power relations at the household & community levels 6.3.1.3 Based on findings, conduct sensitization campaigns 6.3.1.4 Design appropriate regulations and policies e.g. in relation to domestic violence	MOE*, MOSD, TAMCC, UWI  UWI, MOS,  MOSD  MOSD*, MOS, MLA	2008 – 2009   2010  2009 - 2017
	6.4 To introduce equity measures to address current imbalances	6.4.1 Legal review for redressing gender imbalances	6.4.1.1 Undertake a review of laws from a gender perspective 6.4.1.2 Generate new legislation where gaps exists e.g. human rights & sexual harassment	MOSD*, MLA, Civil Society MLA	2008 – 2009  2010
		6.4.2 Ongoing surveillance of the gender situation	6.4.2.1 Generate gender disaggregated statistics to enable assessment e.g. school & tertiary level enrolment & other education statistics, incidence of diseases, employment statistics, business & asset ownership etc. 6.4.2.2 Design & implement policies accordingly	CSO, MOE MOSD*, MED&P, MOH, DOL Private Sector  MOSD	2008
	6.5 To address gender-based violence	6.5.1 Documenting, monitoring & analysing incidents of gender-based violence	6.5.1.1 Develop & implement a reporting protocol for the RGPF and the judiciary on the nature and frequency of reported cases of domestic violence 6.5.1.2 Develop & implement a reporting protocol for the health care system on the causes of injuries 6.5.1.3 Develop & implement a protocol in the health care system and the police force for rape and other forms of violence against women 6.5.1.4 Establish a mechanism within the Department of Labour for dealing with reported cases of sexual harassment and other gender based violations in the work place 6.5.1.5 Establish a mechanism for the collection and compilation of all data pertaining to gender-based violence	MOSD* RGPF NGOs  MOH*, MOSD NGOs  MOSD*, MOH, RGPF NGOs  DOL*, MOSD NGOs  MOSD*, CSO, RGPF, MOH, NGOs	2007-2008 - 2017  2007/2008 – 2017  2007/2008 – 2017  2008 - 2017  2007 - 2009

**SUSTAINABLE ENVIRONMENT AND PHYSICAL DEVELOPMENT**

<b>Goal 7</b>	<b>Objectives</b>	<b>Strategies</b>	<b>Activities</b>	<b>Agency</b>	<b>Timeframe</b>
Environmental and physical development considerations integrally linked to national development	7.1 To promote awareness and commitment to environmental considerations	7.1.1 Advocacy and campaigns on key environmental issues	7.1.1.1 Design radio, television and other media campaigns on issues such as burning, waste disposal, sand mining	EAD/MOH*, GSWMA, MOW, MOA, MCPMA	2007 - 2017
			7.1.1.2 Initiate campaigns on the climate change Phenomena	National Climate Change Committee*, MED&P	2007
			7.1.1.3 Design outreach programmes to eliminate practices that contribute to vulnerability to natural hazards	EAD*/MOH NaDMA, PPU, MOE	2007
			7.1.1.4 Engage private sector in advocacy campaigns		2007 - 2017
			7.1.2.1 Develop a coastal management plan	EAD/MOH	2007
			7.1.2.2 Identification of alternatives to beach sand		2007
			7.1.2.3 Enforce legislation to prevent sand mining, once alternatives have been found	EAD/MOH*, MOA	2008
		7.1.2.4 Protection of water courses and their resources(from dumping of waste and over hunting/ fishing)	MOW*, MCPMA	2007	
		7.1.2.5 Strengthen legislation to prevent clearing of forest for agriculture and housing	MOW*, MLA MCPMA	2007	
		7.1.2.6 Conduct media campaigns to link livelihoods and environmental sustainability	EAD*/MOH, MOA,	2008	
		7.1.2.7 Develop policies supported by legislation to restore quarries to alternative usage and guidelines for prospective quarries	NAWASA MCPMA, GSWMA MOA*, MCPMA	2008	
			EAD/MOH		
			MOW*, MOA		
	7.2 To promote the enforcement of legislation in relation to the environment	7.2.1 Enforcement of laws to protect the environmental heritage	7.2.1.1 Strengthen the management of liquid & solid waste, including e-waste and ship generated waste	MOH, GPA GSWMA*, MOT, NAWASA, MCPMA	2008 - 2017
7.2.1.2 Design and implement an effective recycling programme			GSWMA		
7.2.1.3 Declare more of the forest as forest reserves			MOA*, MCPMA	2007 - 2017	
7.2.1.4 Create a replanting programme for reforesting areas affecting areas affected by recent hurricanes			MOA*, MCPMA	2009	

			7.2.1.5 Enforce anti-squatting legislation	Anti Squatting Unit*/MOA	2008
			7.2.1.6 Enforce laws to protect exotic flora and fauna & mangroves	MOA*, MOH	2007
7.3 To promote and provide for disaster risk reduction, hazard mitigation & climate change adaptation	7.3.1 Mainstreaming of disaster risk reduction & climate change issues		7.3.1.1 Conduct mapping of hazard prone areas	NaDMA*, PPU, MOA, MOS	2008
			7.3.1.2 Ensure the industrial companies, other companies, government agencies & households have emergency disaster plans	NaDMA	2008
			7.3.1.3 Design and implement measures for beach protection and conservation	EAD/MOH, MOT*/GBT, MOW, MOA. PPU	2007
			7.3.1.4 Design a formula for, and setting aside budgetary provisions for, preventive and maintenance interventions	MOF*, MOW Ministries	2008 - 2017
7.4 To implement the National Environmental Policy & Management Strategy	7.4.1 Integration of environmental issues in planning and developmental interventions		7.4.1.1 Sensitize all sectors on the provisions of the National Environmental Policy & Management Strategy	EAD/MOH*, MOT	2007
			7.4.1.2 Augment the resources allocated to the executing agency for staffing and programme implementation	MOH*, MOF	2008
7.5 To implement the National Physical Development Plan for the State of Grenada & the Integrated Development Plan for Carriacou and Petit Martinique	7.5.1 Instituting the use of the National Physical Development Plan (NPDP) as the basis for all area development plans and major physical developments		7.5.1.1 Make the NPDP and area plans statutory	PPU*, ARD, Lands and Surveys, Dept. of Housing, PPU* MCPMA  MED&P*, MOF	2007 - 2017
			7.5.1.2 Publicize the Plan		
			7.5.1.3 Develop and implement local area plans by parish		
			7.5.1.4 Improve the capacity of the executing agency to monitor implementation		
			7.5.1.5 Support the work of the Human Settlements Task Force		

	7.6 To address urban renewal, restoration and conservation of buildings as well as traffic congestion and circulation in St. George's and other towns	7.6.1 Development of an urban renewal plan	7.6.1.1 Initiate action among relevant agencies	PPU*/MED&P, MOT, MOF, ARD	2008
		7.6.2 Resource allocation for restoration and conservation of St. George's & other towns	7.6.2.1 Provide tax incentives to businesses undertaking restoration and conservation in St. George's and other towns, e.g. 150% tax credit on expenditures on restoration and conservation	MOF, MED&P/GIDC	2007/2008
		7.6.3 Traffic Planning for St. George's & other towns	7.6.3.1 Conduct traffic studies and implement changes, where appropriate, for optimizing traffic flows and reducing congestion and delays 7.6.3.2 Promote car-pooling 7.6.3.3 Examine feasibility of implementing tolls 7.6.3.4 Locate parking areas in the environs of St. George's	MOW*, PPU, MOT	2007 - 2012
	7.7 To promote the efficient allocation of land among competing uses	7.7.1 Developing and implementing a land use policy	7.7.1.1 Make the necessary arrangements for policy development & implementation	MOA, MOH, PPU, ARD*	2007

## TOURISM

Goal 8	Objectives	Strategies	Activities	Agency	Timeline
An enhanced tourism sector optimising its contribution to the country's socio-economic development & benchmarked against the best international standards	8.1 To re-define and develop the Tourism Product	8.1.1 Establishment of a Task Force to re-define the Tourism Product	8.1.1.1 Nominate representatives/organisations to the Task Force from among stakeholders 8.1.1.2 Establish terms of reference 8.1.1.3 Feed the findings of the Task Force into the Master Plan	MOT*/GBT	2007
		8.1.2 Revision and Update of the Tourism Master Plan	8.1.2.1 Seek agreement of the Board of Tourism on the mechanism and process for updating Plan	MOT/GBT	2007/2008
			8.1.2.2 Implement the updated Plan	GBT	2009 - 2017
	8.1.3 Promotion of inter-sectoral linkages	8.1.3.1 Develop linkages with agriculture, fisheries & other products and services	8.1.3.2 Develop links with utilities and infrastructure sectors to ensure optimal provision of services to the tourist sector	MOT*, MOA, Private Sector MOT*	2007 – 2017
		2007 - 2017			
	8.2 To develop the Brand: Isle of Spice as effective Marketing Tool	8.2.1 See Goals 1 and 9			
	8.3 To increase the number of visitors to the country	8.3.1 Establishment of maritime transport	8.3.1.1 Negotiate with companies for provision of service	MOT/GBT*, GIDC MCPMA	2007 - 2008
			8.3.2 Expansion of airlift to facilitate increased visitor arrivals	MOT*/GBT	
	8.4 To increase the availability of competent and trained human resource in the sector	8.4.1 Development of national HRD policy with special focus on human resource needs in tourism	8.4.1.1 Source scholarships for training in regional facilities	MOT*, MOFA, DHR  MOT/GBT*, MOE, TAMCC  MOT*/GBT  MOT*/GBT, MOFA	2008 - 2017
			8.4.1.2 Run local training courses in tourism related activities, including services linked to the yachting sector		2008 – 2017
8.4.1.3 Facilitate collaboration between TAMCC & SGU in the development of training in tourism			2008 – 2017		
8.4.1.4 Seek opportunities for twinning with regional & international organisations			2007/2008		

	8.5 To improve the spatial balance of the Industry	8.5.1 Development of Key sites in the Outer Parishes	8.5.1.1 Identify sites with potential for tourism development (e.g. Kalinago/Carib Village at Pearls, Bird Sanctuary in St David's, Bathway as picnic and family entertainment area) 8.5.1.2 Develop brands for parishes and towns 8.5.1.3 Develop new eco-tourism products	MOT/GBT*, PPU	2007 – 2017
			8.5.1.4 Provide customized training for community members on heritage	GBT/MOT*, ARD GCIC, MOT/GBT, GIDC Private Sector MOT*/GBT, ARD Heritage Foundation, GNT	2007 – 2017 2008 2008 - 2010
		8.5.2 Promotion of the African Heritage (e.g. Big drum in Carriacou etc)	8.5.2.1 Engage community in decisions on direction of the festivals 8.5.2.2 Promote accordingly	MOT*/Cultural Foundation, MCPMA, NGOs	2007 - 2017
			8.5.3 Community Tourism	8.5.3.1 Facilitate engagement of the communities in provision of services and goods to the tourist trade	MOT/GBT, MOS, NGOs
	8.5.3.2 Provide certification of operators (concessionaires, vendors, tour guides & other providers)	GDBS*, MOT/GBT		2007 – 2017	
	8.5.3.3 Compile inventory of resources with tourism potential in each community	MOT/GBT*, MED&P, GCIC		2007 – 2017	
	8.5.3.4 Encourage product differentiation between communities	MOT/GBT*, ARD GIDC, GCIC		2007 – 2009	
	8.5.3.5 Promote exchange programmes centred on heritage & archaeology	MOT		2007 – 2017	
	8.5.3.6 Develop a protocol on access to, and for designation as, sites & attractions	MOT		2008	
	8.6 To improve the environmental conditions in the tourist belt & sites	8.6.1 Enforcement of high environmental management standards	8.6.1.1 Encourage community guardianship of environmental resources	MOT/GBT, EAD(MOH)*, MOS, MCPMA, NGOs	2007 – 2017
8.6.1.2 Develop a system of incentives e.g. best village awards			MOT/GBT*, MOF, MOS, MCPMA	2007 – 2017	
8.6.1.3 Conduct anti-litter campaigns			MOH*, MOT, GSWMA, MCPMA	2007 - 2017	

		8.6.2 Development of floriculture and garden tourism	8.6.2.1 Launch garden and village beautification competitions	MOT*/GBT, MOA NGOs, MCPMA	2007 – 2017
			8.6.2.2 Conduct educational programmes and televised horticultural quizzes among secondary school students	MOT*/GBT, MOE	2007 – 2017
			8.6.2.3 Attract corporate sponsorship for prizes	MOT/GBT*	
			8.6.2.4 Launch a programme to restore botanical gardens	MOT*, MOA, MCPMA, NGOs	2007 – 2017

**AGRICULTURE**

<b>Goal 9</b>	<b>Objectives</b>	<b>Strategies</b>	<b>Activities</b>	<b>Agency</b>	<b>Timeline</b>		
An enhanced contribution of the agricultural sector to the national economy and to livelihoods	9.1 To reform the agricultural sector, enhancing its contribution to food security and exports	9.1.1 Implementation of the Agricultural Policy and Strategy	9.1.1.1 Conduct seminars and focus group meetings between MOA and farmers & other stakeholders focused on its implementation	MOA	2007 – 2017		
			9.1.1.2 Source financing for the implementation of the Agricultural Enterprise Development Programme (AEDP)	MOA	2007 – 2017		
			9.1.1.3 Monitor & evaluate implementation of the AEDP	MOA, MED&P	2007 – 2017		
		9.1.2 Research and Development for agricultural development	9.1.2.1 Conduct research on optimal crop mix	MOA*, UWI CARDI, DHR*, MOA, MOF, MOFA	9.1.2.2 Invest in the development of scientists, bio-technologists, chemists etc. 9.1.2.3 Improve laboratory facilities 9.1.2.4 Collaborate with the Caribbean Agricultural Research and Development Institute (CARDI)	MOA MOA	
			9.1.2.2 Invest in the development of scientists, bio-technologists, chemists etc.				
		9.1.2.3 Improve laboratory facilities					
		9.1.2.4 Collaborate with the Caribbean Agricultural Research and Development Institute (CARDI)					
		9.1.3 Addressing critical issues in the production and marketing of agricultural products	9.1.3.1 Tackle land utilization issues	MOA*, ARD, HSTF, MOH MOA*, Private Sector	9.1.3.2 Address labour shortage through promotion of labour & machine pools by the Private Sector 9.1.3.3 Encourage a business approach to agricultural production through the adoption of business modules for farmers 9.1.3.4 Conduct training sessions for farming community on issues re production & marketing 9.1.3.5 Link production and marketing information	MOA*, ARD	2008 – 2017
9.1.3.2 Address labour shortage through promotion of labour & machine pools by the Private Sector	2007 - 2009						
9.1.3.3 Encourage a business approach to agricultural production through the adoption of business modules for farmers	2007 – 2017						
9.1.3.4 Conduct training sessions for farming community on issues re production & marketing	2007 – 2017						
9.1.3.5 Link production and marketing information	2007 - 2017						
9.1.4 Enhancement of livestock & fisheries industries	9.1.4.1 Promote/expand small livestock farm units	MOA*, MCPMA	9.1.4.2 Improve the breeding stock & construct abattoirs based on needs 9.1.4.3 Conduct a fisheries sector study to determine needs & priorities & to secure markets	MOA*, MNIB MCPMA	2007 – 2017		
	9.1.4.2 Improve the breeding stock & construct abattoirs based on needs				2007 – 2017		
	9.1.4.3 Conduct a fisheries sector study to determine needs & priorities & to secure markets				2008		

9.2 To promote the interest of the younger population in the sector as a sustainable means of employment and income	9.2.1 Review & revitalisation of Farm School	9.2.1.1 Revise and update curriculum	MOE*, MOA	2007
		9.2.1.2 Appoint instructors	MOE	2007
	9.2.2 Creation of enabling environment to promote the interest of the youth in agriculture	9.2.1.3 Identify and cost equipment, material and resources (staffing and financial) requirement	MOE*, MOA	2007
		9.2.1.4 Secure funding for its revitalisation		
		9.2.1.5 Introduce agro-processing & marketing components in the curriculum	MOE, MOF	2006/2007
	9.3 To rehabilitate and reform the nutmeg and other spice industries	9.3.1 Selective production and marketing of spices	9.2.2.1 Design and implement a land distribution programme for young persons willing to engage in agriculture, including those trained in the farm school	MOA*, DOY
9.2.2.2 Design an appropriate technology programme to promote interest in and business approach to agriculture			MOA*, UWI ARD	2008
9.2.2.3 Improve the capacity of the 4-H programme through e.g. expansion of coverage & facilitating secondary processing			MOA	
9.4 To promote non-traditional agricultural crops	9.3.1 Selective production and marketing of spices	9.3.1.1 Identify new markets for nutmeg and nutmeg derivatives	MOA, GCNA*	2007 – 2017
		9.3.1.2 Identify characteristics (safrole & myristicin content) required by these markets	MOA*, GCNA	2007
		9.3.1.3 Promote propagation based on these requirements	MOA*	
		9.3.1.4 Launch a replanting programme to replace aging nutmeg trees	GCNA	
9.4 To promote non-traditional agricultural crops	9.4.1 Fruit crop production	9.4.1.1 Based on ongoing feasibility studies on viability and markets, establish fruit orchards	MOA*, ARD, MNIB, Private Sector	2007 – 2017
	9.4.2 Production of herbs	9.4.2.1 Conduct research on toxicity, quality and the efficacy of local herbs and their potential health benefits	SGU, Produce Chemist Lab*., Caribbean Herbal Business Association, Private Sector, ARD	2007 - 2009

	9.4.3 Development of floriculture building on successes at the Chelsea Flower Show	9.4.3.1 Establish collaboration between the Ministry of Agriculture and the Flower Growers' Association 9.4.3.2 Establish a programme for expansion of production of flowers in the rural areas 9.4.3.3 Develop programme for commercialization of floriculture (extension services, market information and finance) 9.4.3.4 Explore avenues for expanding the domestic market e.g. through links with the tourist industry 9.4.3.5 Appoint consultant/agent to identify florists/buyers abroad 9.4.3.6 Explore bulk shipment for clusters of buyers to reduce shipping costs 9.4.3.7 Link programme development and marketing to achievements (distribution of flyers, billboards)	MED&P, MOA*  MED&P, MOA*, Flower Growers' Association, MED&P, MOA*, MNIB	2007 - 2008  2008 - 2017  2008  2008  2008
9.5 To promote institutional linkages between the Ministry of Agriculture and the schools, the Tourist trade, Commodity Boards and Farmers' Organisations	9.5.1 Institutional strengthening of the Ministry of Agriculture through e. g. recruitment of a Chief Technical Officer	9.5.1.1 Appoint a Chief Technical Officer 9.5.1.2 Review institutional assessments with a view to implementing findings	MOA MOA	2007/2008  2008
	9.5.2 Promoting farmer organisation at parish/village and national levels	9.5.2.1 Conduct meetings of farmers in various communities 9.5.2.2 Establish regional/parish level farmers' associations 9.5.2.3 Establish national association	MOA	2008  2008  2008
	9.5.3 Dissemination of agricultural information on production, extension and marketing	9.5.3.1 Strengthen the agricultural information service	ARD, MOA*	2007
	9.6 To promote Spice Isle as a brand	9.6.1 Promoting knowledge about the different spice plants and the varied usage of spices	9.6.1.1 Conduct publicity and other campaigns designed to show-case achievements 9.6.1.2 Host annual agricultural exhibition 9.6.1.3 Promote the use of spices as foliage in the tourist belt and the island as a whole 9.6.1.4 Organize competitions in schools and awareness programmes in media	MOA*, MOT  F&NC*, MOH, MOA

			9.6.1.5 Promote the use of spices for culinary & health purposes 9.6.1.6 Establish a Spice Institute	MOA*, MOT	2007 - 2017 2008
	9.7 To secure funding and financing arrangements for agriculture	9.7.1 Creative project preparation for funding to address rural development and poverty alleviation	9.7. 1.1 Build capacity in project preparation 9.7.1.2 Build capacity in farming community for preparation of bankable projects	MOA, MOF, MED&P*, ARD MOA	2007 – 2017 2007 - 2017
	9.8 To secure markets for agricultural products	9.8.1 Coordinating marketing and production	9.8.1.1 Improve market intelligence and research capacity 9.8.1.2 Design & implement market penetration strategies geared towards external markets	MOA*, ARD, MNIB, Private Sector, Donor MED&P*, MNIB Private Sector	2008 2009

## AGRO-PROCESSING

Goal 10	Objectives	Strategies	Activities	Agency	Timeline	
An improved contribution of agro-industries to national development	10.1 To develop and promote unique product lines e.g. spice products	10.1.1 Product differentiation and niche marketing	10.1.1.1 Identify and exploit alternative sources of competitiveness	Private Sector, GIDC*, GCIC, MOA Private Sector, GCIC, GDBS* GDBS*, Produce Chemist Lab. Private Sector, GIDC*	2007 - 2017	
			10.1.1.2 Develop product differentiation strategies e.g. packaging and presentation		2007 - 2017	
			10.1.1.3 Engage assistance in quality, standards, packaging and presentation		2007 – 2009	
	10.1.1.4 Identify & pursue niches based on market investigation (e.g. trends & lifestyle changes)	2007 - 2017				
	10.2 To arrest the decline in exports and address issues such as high cost of manufacturing and low economies of scale and lack of finance	10.1.2 Improving the teaching of the sciences in schools to foster research in spices at tertiary level	10.1.3 Promoting trademarks and copyrights to protect all new spice products	10.1.2.1 Allocate appropriate resources for upgrading facilities and equipment	MOE, MOF*	2008 - 2017
				10.1.3.1 Complete and implement the Intellectual Property Rights legislation	MLA	2007
				10.2.1 Feasibility analysis of the manufacturing sector in the context of products and markets	GCIC, GIDC	2008
	10.2.2 Establishment of regional shipping lines	10.2.3 Provision of soft loan to stimulate spice and other unique products	10.2.4 Developing a growth strategy for small agro-industries	10.2.2.1 Encourage private sector initiative in provision of shipping lines	GIDC, GCIC, Private Sector	2007 - 2017
				10.2.2.2 Promote joint ventures in keeping with the CARICOM Transport Policy & initiatives		
				10.2.2.3 Combine freight and passenger services		
10.2.3.1 Identify sources of finance and negotiate favourable terms				MOF, Banking Sector	2007	
10.2.4.1 Strengthen inspection				Produce Chemist Lab, MED&P, GDBS, MOH, MOFA MOF, GIDC*	2007 – 2017	
10.2.4.2 Link incentives & loan financing to training, quality, standards & good management						
10.2.4.3 Target enterprises that show capacity for growth						
10.2.5 Revitalisation & strengthening of manufacturers' association to address needs	10.2.5.1 Convene initial meeting	MED&P	2007			

		10.2.6 Promoting the formation of clusters in the manufacturing & agro-processing sectors for cost sharing and provision of infrastructure	10.2.6.1 Identify possible sites 10.2.6.2 Promote concept to Private Sector 10.2.6.3 Establish central processing centres to assist small agro-processors 10.2.6.4 Modernize the Produce Chemist Lab	GIDC*, MED&P, GCIC  Produce Chemist Lab., MED&P	2008 – 2011  2007/2008
	10.3 To promote the availability of fruits and other raw material inputs	10.3.1 Rehabilitation and production of raw materials	10.3.1.1 Support the ongoing project for establishment of fruit orchards 10.3.1.2 Promote the rehabilitation of spices	ARD, MOA, MNIB	2007 - 2017
	10.4 To provide skilled manpower to the sector	10.4.1 Identification and addressing training requirements	10.4.1.1 Design appropriate training/establish training institute/polytechnic	See 1.4.1.1	2007 - 2017

## CONSTRUCTION

Goal 11	Objectives	Strategies	Activities	Agency	Timeframe
A more efficient construction sector capable of responding to the requirements of reconstruction and national development	11.1 To promote the training and certification of construction workers	11.1.1 Design of Appropriate Courses for construction workers	11.1.1.1 Upgrade and expand technical and vocational courses in the TAMCC  11.1.1.2 Funding of training courses, to be delivered by TAMCC, by the Private Sector 11.1.1.3 ARD to coordinate with TAMCC and Private Sector on training programmes 11.1.1.4 Implement OAS Construction Quality Assurance Mechanism	MOW, GCA, Donors (OAS for e.g.) DHR, DOL, MOE*/TAMCC MOE*/ TAMCC, Private Sector, MOF	2007 – 2008 2008 – 2017 2007 2007 - 2017
	11.2 To improve the cadre of middle management personnel	11.2.1 Education and Training at middle management level	11.2.1.1 See 1.4.1.2	DHR*, MOE, Private Sector	2007 - 2017
	11.3 To improve the coordination between Government and the Contractors' Association in matters such as procurement of services and the tendering process	11.3.1 Establishment and publication of tendering and procurement procedures  11.3.2 Consultative meetings between Government and the Contractors' Association	11.3.1.1 Publish the procedures via the Contractors' Association, the print and electronic media  11.3.2.1 Institute a monthly forum between Government and Contractors' Association	MOF*, MOW, GCA	2007 – 2017  2007 - 2017
	11.4 To create a level playing field between foreign & local contractors in terms of tax and other incentives	11.4.1 Negotiation and Review for creating a level playing field between local and foreign contractors	11.4.1.1 Identify and eliminate preferential treatment of contractors- foreign or local 11.4.1.2 Establish review mechanisms/value for money audits regarding the performance of contractors (foreign and local) having government contracts	MOF*, GCA	2007
	11.5 To address the shortage of building supplies	11.5.1 Negotiations with CARICOM countries, such as Trinidad and Tobago, Suriname and Guyana for supply of materials	11.5.1.1 Import alternatives to beach sand	MOF, MOW, MOA* Private Sector, GDBS	2007 - 2009

	11.6 To promote settlement planning within the construction industry	11.6.1 Promoting settlement planning within the construction industry	11.6.1.1 Ensure collaboration between the Human Settlements Task Force and the Contractors' Association 11.6.1.2 Ensure collaboration between firms in bidding for large projects	ARD, PPU, GCA	2007 - 2012
	11.7 To enforce the building codes and guidelines	11.7.1 Training in the design and implementation requirements of the Building Code and guidelines	11.7.1.1 Organize appropriate training courses	ARD, PPU, MOE, GCA, MOW*	2007 - 2008
	11.8 To strengthen the Construction Sector to regulate the practitioners in the construction industry	11.8.1 Regulation and legislation	11.8.1.1 Develop and make legal the Engineering Association Act	MED&P/PPU*, GCA, MLA	2007

## ECONOMIC INFRASTRUCTURE

Goal 12	Objectives	Strategies	Activities	Agency	Timeframe	
An enhanced economic infrastructure sector supporting the country's development	12.1 To reduce the dependence on imported energy	12.1.1 Feasibility studies to ascertain the possibility of exploration of natural resource reserves	12.1.1.1 Determine Grenada's maritime boundaries 12.1.1.2 Disseminate information on findings to general public 12.1.1.3 Explore international maritime law with a view to protecting and safeguarding maritime borders and exploiting marine resources	MOA*, GPA	2007-2009	
		12.1.2 Evaluation of alternative energy options, e.g. solar and wind	12.1.2.1 Gather data on research/interventions on past and present initiatives in alternative energy usage (e.g. solar and geo-thermal) and conduct financial and technical analysis	MOW, MOA*, NGOs, Donors, MOF	2007-2010	
	12.2 To address the high cost of utilities	12.2.1 Negotiation and collaboration between Government and the service providers	12.2.1.1 Cost analysis as basis for negotiation & collaboration	12.2.1.1 Cost analysis as basis for negotiation & collaboration	Utility companies, MOA*	2008
			12.2.1.2 Feasibility studies on use of alternative technologies e.g. in telecommunications	12.2.1.2 Feasibility studies on use of alternative technologies e.g. in telecommunications	Utility Companies	2008-2010
			12.2.1.3 Identification and implementation of energy-saving devices	12.2.1.3 Identification and implementation of energy-saving devices	MOA, Utility Companies	2007 - 2017
	12.3 To reduce the vulnerability of infrastructure/distribution lines to natural hazards	12.3.1 Evaluation of feasibility of underground network for new capital investments	12.3.1.1 Establish a regional insurance pool for utility companies	12.3.1.1 Establish a regional insurance pool for utility companies	Utility Companies	2007 - 2017
			12.3.1.2 Establish collaboration between Government and utility companies for investment in underground network	12.3.1.2 Establish collaboration between Government and utility companies for investment in underground network	MOA*, Utility Companies MOW (road reserve standards)	
		12.3.2 Regional Cooperation to rehabilitate destroyed distribution network	Continue the cooperation that exists through CARILEC for electricity and Cable and Wireless in the case of phone lines, for rehabilitation of network	CARILEC, C&W, CBWMP, Cable Vision		
	12.3.3 Continuous updates of the protection & control systems for electricity	12.3.3.1 Implement periodic assessments by the regulatory body 12.3.3.2 Synchronize plans for energy use with electricity company's capacity to supply 12.3.3.3 Formulate sector plan to ensure planning for medium & long-term requirements	12.3.3.1 Implement periodic assessments by the regulatory body	12.3.3.1 Implement periodic assessments by the regulatory body	MOA, MOW	2007 - 2017
12.3.3.2 Synchronize plans for energy use with electricity company's capacity to supply 12.3.3.3 Formulate sector plan to ensure planning for medium & long-term requirements			12.3.3.2 Synchronize plans for energy use with electricity company's capacity to supply 12.3.3.3 Formulate sector plan to ensure planning for medium & long-term requirements	MED&P/GIDC*, MOT, MOA GRENLEC	2007 - 2017 2008	

	12.4 To improve the flexibility of specialist training in the utility sectors (to improve the employability of the workforce) and to address the issue of the high cost of training in the sectors	12.4.1 Flexibility in Employment of Specialists  12.4.2 Access to specialized labour market in CARICOM countries to create flexibility	12.4.1.1 Ensure the engagement of utility companies with the Trade Unions to promote flexible employment 12.4.1.2 Broaden the areas of training to create more flexible workforce  Arrange for short term transfers between countries	CARILEC, C&W, CBWMP, MED&P, Cable Vision Trade Unions	2007 - 2017
	12.5 To ensure a sustainable supply and quality of water to meet domestic and business requirements	12.5.1 Water sector planning	12.5.1.1 Conduct situation analysis with respect to coverage, water quality and future needs 12.5.1.2 Develop Sector Plan	NAWASA*, MOH  NAWASA*, PPU	2007 – 2008
	12.6 To regularize the Land Survey and Sale Process	12.6.1 Regulation of private land development	12.6.1.1 Implement the Survey Act and develop the capacity of the Lands and Survey Division to authenticate all land surveys in Grenada, manage the national framework of control points to facilitate accurate surveys and to maintain high quality and up to date topographic and cadastral information (digital and analogue) 12.6.1.2 Develop an administrative link between the PPU and Survey Department to ensure that all surveys submitted for authentication are approved by the PPU 12.6.1.3 Develop an administrative procedure between the Survey Division and Land Registry to ensure that all conveyances resulting in the subdivision of land are authenticated by the Survey Department as a requirement of registering the sale	Survey Department Donors  PDA, PPU, Survey Department  Survey Department, Land Registry	2008-2011  2008-2011  2009-2012

**Note:** \* refers to the lead agency

***REFERENCE GUIDE TO SECTIONS BY IMPLEMENTING AGENCY***

## Quick Reference Guide by Implementing Agency

MOA	MOE	MOF, CSO, GARFIN	MED&P, GIDC, BDU, MEDU, GDBS	MOH	MOSD, GSWMA	MOS	GBT/MOT	MOW
1.1.4.3	1.1.1.2	1.1.4.4-1.4.4.5	1.1.4.1-1.1.4.4	1.1.6.5	1.10.9.1-1.10.9.4	1.1.1.4	1.1.4.3	2.5.7.4
1.1.6.3	1.1.1.3	1.1.5.2-1.1.5.3	1.1.4.6 – 1.1.4.7	1.3.6.1-1.3.6.2	2.1.1.1	1.1.6.5	1.1.5.1-1.1.5.4	2.5.10.1-2.5.10.2
1.3.6.1	1.1.1.6	1.3.4.4-1.3.4.6	1.1.5.1-1.1.5.2	1.7.1.2-1.7.1.3	2.1.2.1-2.1.2.4	1.3.5.1	1.1.6.1-1.1.6.3	2.7.1.1
1.7.1.2-1.7.1.3	1.1.1.8	1.4.2.3	1.1.5.4	2.5.1.1-2.5.1.2	2.1.3.1	1.3.5.2	1.1.6.5	7.1.2.2-7.1.2.3
1.10.7.1 –	1.1.1.9	1.5.1.1	1.1.6.1	2.5.2.1-2.5.2.2	2.1.4.1 – 2.1.4.2	1.3.5.3	1.3.4.1	7.1.2.7
1.10.7.4	1.1.1.10	1.5.2.2	1.1.6.4 - 1.1.6.5	2.5.3.1-2.5.3.3	2.1.4.3-2.1.4.5	1.7.1.2	1.3.4.3	7.6.3.1-7.6.3.4
2.6.1.1	1.1.5.1	1.5.3.1-1.5.3.3	1.3.2.1	2.5.4.1-2.5.4.2	2.1.5.1-2.1.5.2	1.7.1.3	1.3.4.5	11.7.1.1
2.6.2.1	1.2.1.1	1.6.3.1-1.6.3.2	1.3.4.4-1.3.4.6	2.5.6.1	2.6.1.2-2.6.1.3	4.2.1.2	1.3.5.1-1.3.5.2	
7.1.2.5	1.2.2.1	1.9.1.1	1.3.5.2	2.5.7.1-2.5.7.2	2.7.1.2	4.5.1.1	1.3.6.1	
7.2.1.3-7.2.1.6	1.2.2.4	1.10.6.1	1.3.6.1-1.3.6.2	2.5.7.5	2.7.2.1-2.7.2.3	5.2.2.1	2.2.2.1-2.2.2.2	
9.1.1.1-9.1.1.3	1.3.2.1	1.10.8.1-1.10.8.2	1.3.7.1	2.5.9.1	4.1.4.1	5.2.2.3	2.2.6.1-2.2.6.3	
9.2.1.1	1.3.4.2	1.10.9.5	1.1.4.1-1.1.4.3	6.5.1.2	6.1.1.1-6.1.1.5	5.2.2.5	2.2.7.1	
9.1.2.3-9.2.1.4	1.4.1.1	1.10.12.2	1.5.1.1	7.1.1.1	6.1.2.1-6.1.2.3		2.5.7.3	
9.1.3.1-9.1.3.59	1.4.2.1	2.3.1.1-2.3.1.2	1.5.2.1	7.1.1.3-7.1.1.4	6.1.3.1-6.1.3.2		3.1.1.2-3.1.1.4	
9.1.4.1-9.1.4.3	1.10.1.1	2.3.4.1	1.6.1.1	7.1.2.1 –	6.1.4.3-6.1.4.3		3.3.1.1	
9.2.2.1-9.2.2.3	1.10.1.3	2.4.2.4	1.6.2.1	7.2.1.2	6.2.1.1-6.2.1.4		3.3.1.6-3.3.1.7	
9.3.1.2-9.3.1.4	2.2.4.1	2.5.2.3	1.6.3.1-1.6.3.2	7.1.2.4	6.2.2.1		3.3.2.1	
9.4.1.1	2.3.2.2	2.5.5.4	1.7.1.1	7.1.2.6	6.3.1.4		3.4.1.1-3.4.1.3	
9.4.3.2-9.4.3.7	2.4.1.1	4.1.5.1-4.1.5.2	1.8.1.1 – 1.8.1.2	7.4.1.1-7.4.1.2	6.4.1.1-6.4.1.2		5.2.2.2	
9.5.1.1-9.5.1.2	2.4.1.3	5.2.1.4	1.9.1.1	8.6.1.1	6.4.2.1-6.4.2.2		7.3.1.3	
9.5.2.1-9.5.2.2	2.4.1.6	7.3.1.4	1.10.2.1 –	8.6.1.3	6.5.1.1		8.1.1.1-8.1.1.3	
9.5.3.1	2.4.2.1-2.4.2.3	7.5.1.4 – 7.5.1.5	1.10.2.3		6.5.1.3		8.1.2.1-8.1.2.2	
9.6.1.1-9.6.1.4	2.5.7.6	7.6.1.1	1.10.5.1		6.5.1.5		8.1.3.1-8.1.3.2	
9.6.1.6	2.5.8.1	7.6.2.1	1.10.7.1 -				8.3.1.1	
9.8.1.2	3.1.1.1	9.1.2.2	1.10.7.4				8.3.2.1-8.3.2.2	
10.3.1.1	3.3.1.3	9.2.1.4	1.10.8.1 –				8.4.1.1-8.4.1.4	
11.5.1.1	3.3.1.4-3.3.1.5	10.1.2.1	1.10.8.2				8.5.1.1-8.5.1.4	
12.1.2.1	4.3.1.1	11.4.1.1-11.4.1.2	1.10.12.2				8.5.2.1-8.5.2.2	
	5.1.1.1-5.1.1.2		3.3.1.2				8.5.3.3	
	5.1.2.1-5.1.2.2		5.3.1.4				8.5.3.4-8.5.3.7	
	5.2.1.1-5.2.1.3		7.5.1.4-7.5.1.5				8.6.1.2	
	5.3.1.1		7.6.1.1				8.6.2.1-8.6.2.4	
	6.3.1.1		7.6.2.1					
	6.3.1.1-6.3.1.3		8.3.1.1					
	9.2.1.1-9.2.1.5		8.5.1.3					

	11.1.1.1-11.1.1.4 11.3.1.1		8.5.3.2 – 8.5.3.4 9.7.1.1 10.1.1.1 - 10.1.1.4 10.2.1.1-10.2.2.3 10.2.4.1 – 10.2.4.3 10.2.6.1 – 10.2.6.4 12.3.3.2-12.3.3.3					
<b>ARD</b>	<b>MLA</b>	<b>MCPMA</b>	<b>MOFA</b>	<b>Cabinet, Cabinet Secretariat, NAD, PMO, PEC, GIS</b>	<b>DOY</b>	<b>DOL</b>	<b>DHR</b>	<b>PPU</b>
1.1.1.2 1.2.2.1 1.2.2.4 1.3.4.2 1.4.1.1-1.4.1.2 1.6.1.1 2.6.1.1 2.6.2.1 3.1.1.5-3.1.1.6 7.7.1.1 9.4.2.1 9.4.3.1 9.7.1.1	1.1.4.3-1.1.4.4 1.3.4.3-1.3.4.5 2.1.4.2 2.3.3.1 4.1.4.3 4.2.2.3 4.5.2.3 5.1.1.3 6.4.1.2 10.1.3.1	1.7.1.1 1.10.7.3 – 1.10.7.4 7.1.1.1 7.1.2.2 - 7.1.2.5 7.2.1.1 7.2.1.3 – 7.2.1.4 7.5.1.3 8.3.1.1 8.5.2.1 – 8.5.2.2 8.6.1.1-8.6.1.3 8.6.2.1 8.6.2.4 9.1.3.4 9.1.4.1-9.1.4.2	1.1.4.6-1.1.4.7 1.3.4.5 1.3.6.1-1.3.6.2 2.1.1.5 4.3.4.1-4.3.4.3 9.1.2.2	1.1.1.6-1.1.1.7 2.2.1.1 2.2.1.2 2.2.3.1-2.2.3.2 2.5.5.1-2.5.5.3 2.8.1.3 4.1.1.6 4.1.5.3-4.1.5.4 4.2.1.1 4.2.2.1-4.2.2.2 4.2.2.4 4.3.1.2 4.3.2.1 4.3.3.1- 4.3.3.4 4.4.1.1- 4.4.1.3 4.4.1.5	5.1.2.6 5.2.1.5 5.2.2.4 5.3.1.2 5.3.2.1-5.3.2.3	1.1.3.1 1.1.3.2 1.1.3.3 1.4.3.1 2.5.10.3 2.5.10.4 6.5.1.4 1.10.4.1 1.10.10.1 1.10.12.1	1.1.1.1-1.1.1.2 1.1.1.8 1.1.2.1 1.3.2.1 1.4.1.1-1.4.1.2 1.4.2.1 1.4.3.1 1.4.4.1-1.4.4.2 1.10.1.1 1.10.1.3 1.10.11.1 2.3.2.1 2.4.1.2 2.4.1.4 2.5.9.1 3.3.1.3 4.1.1.2-4.1.1.4 4.1.2.1-4.1.2.7 4.1.3.1-4.1.3.2 4.5.1.2	1.9.1.1 2.6.1.1 2.6.1.4-2.6.1.5 7.5.1.1 7.5.1.3 7.6.1.1 11.8.1.1 12.6.1.2

<b>NAWASA</b>	<b>NaDMA</b>	<b>NGOs, CBOs, Civil Society Trade Unions</b>	<b>Private Sector, GCIC</b>		<b>Cultural Foundation</b>	<b>MWAG/ Media Commission</b>	<b>IAGDO/ Clerk of Parliament/ Audit/SMB</b>	
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## ***ACRONYMS OF MINISTRIES AND AGENCIES***

## **Acronyms of Ministries and Agencies**

ARD	Agency for Reconstruction and Development
BDU	Business Development Unit
CARDI	Caribbean Agricultural Research and Development Institute
CARILEC	Caribbean Electric Utility Services Corporation
CBWMP	The Caribbean Water Management Programme Inc.
CBOs	Community Based Organisations
CIMA	Central Information Management Agency
CSO	Central Statistical Office
C&W	Cable & Wireless
DHR	Department of Human Resources
DOL	Department of Labour
DOY	Department of Youth
EAD	Environmental Affairs Department
F&NC	Food and Nutrition Council
FBOs	Faith Based Organisations
GARFIN	Grenada Regulatory & Financial Authority
GBT	Grenada Board of Tourism
GCA	Grenada Contractors' Association
GCIC	Grenada Chamber of Industry & Commerce
GCNA	Grenada Cooperative Nutmeg Association
GDBS	Grenada Bureau of Standards
GHTA	Grenada Hotel & Tourism Association
GIDC	Grenada Industrial Development Corporation
GIS	Government Information Service
GMA	Grenada Medical Association
GMMIWU	Grenada Manual, Maritime & Intellectual Workers Union
GNCD	Grenada National Council for the Disabled
GNOW	Grenada National Organisation of Women
GNT	Grenada National Trust
GPA	Grenada Port Authority
GRENLEC	Grenada Electricity Services Ltd.
GREP	Grenada Rural Enterprise Programme
GSWMA	Grenada Solid Waste Management Authority
HSTF	Human Settlements Task Force
IAGDO	Inter-Agency Group of Development Organisations
LACC	Legal Aid & Counselling Clinic
MCPMA	Ministry of Carriacou & Petit Martinique Affairs
MED&P	Ministry of Economic Development and Planning
MEDU	Micro Enterprise Development Unit
MLA	Ministry of Legal Affairs
MNIB	Marketing & National Importing Board

MOA Utilities	Ministry of Agriculture, Lands, Forestry, Fisheries, Energy & Public
MOE	Ministry of Education & Labour
MOF	Ministry of Finance & Planning
MOFA	Ministry of Foreign Affairs
MOH	Ministry of Health, Environment, Social Security & Ecclesiastic Affairs
MOS	Ministry of Sports, Community Development & Cooperatives
MOSD	Ministry of Social Development
MOT	Ministry of Tourism, Culture, Civil Aviation & the Performing Arts
MOW	Ministry of Works, Telecommunications & Transport
MWAG	Media Workers' Association of Grenada
NAD	National AIDS Directorate
NaDMA	National Disaster Management Agency
NAWASA	National Water & Sewage Authority
NEWLO	New Life Organisation
NGOs	Non-governmental Organisations
PAC	Public Accounts Committee
PDA	Planning & Development Authority
PEC	Public Education Committee
PMO	Prime Minister's Office
PPU	Physical Planning Unit
RGPF	Royal Grenada Police Force
SCR	Supreme Court Registry
SGU	St George's University
SMB	Senior Management Board
TAMCC	T A Marryshow Community College
UNICEF	United Nations Children's Fund
UWI	University of the West Indies