

# **FIRST DRAFT**

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## **Statement by the Governor-General**

The Holy Scripture of Proverbs 29:18 states that ‘Where there is no vision, the people perish, but he that keepeth the law, happy is he.’ Indeed, the achievement of any great endeavour starts with a vision and the realisation of any great vision starts with a plan.

Grenada’s National Sustainable Development Plan 2020-2035 sets out the vision for our country’s sustainable development and long-term transformation as: *Grenada, a resilient and prosperous nation, with a conscious and caring citizenry, promoting human dignity, and realising its full potential through sustainable economic and social progress for all (Vision 2035).*



Vision 2035 is designed to fundamentally improve the way we live, work, interact with each other, do business, and treat our natural environment. It is one that resonates with us as a nation as we seek to address crucial social, economic, environmental, governance, and other challenges to help realise the development vision that we have set for ourselves as a country.

If we are to achieve Vision 2035, we must work together, united as one people, drawing on our individual and collective strengths, capacities, skills, talents, and values. Achieving Vision 2035 will also require strategic partnerships, transformational leadership at all levels of our society, and mind set shifts away from limitations and toward possibilities. Importantly as well, achieving our Vision must, of necessity, involve the input from our youth because they are the architects of our future. We must put them at the centre of our sustainable development process and encourage them to actively support national transformation.

I wish to thank all those who have been involved in the preparation of Grenada’s National Sustainable Development Plan 2020-2035, as well as the regional and international development partners that have supported the preparation process. I especially applaud the efforts made at ensuring that the formulation of the National Plan benefitted from extensive and widespread engagements and conversations with the Grenadian people - making it truly a Plan for Grenadians by Grenadians.

The National Plan provides pathways to make Grenada a better country for all who live and work here for decades to come. I am therefore confident about our nation’s future. Let us begin immediately on translating what is written in this document to real and impactful actions for the benefit of our society, economy, environment, institutions, and by extension, Grenadian women, men, girls, and boys.

May God continue to bless us all and may He continue to bless our beloved nation.

**Dame Cécile La Grenade, PhD, GCMG, OBE**

## **Statement by the Prime Minister**

The National Sustainable Development Plan (NSDP) is Grenada's overarching strategic high-level planning document that will anchor our development agenda over the 15-year period 2020-2035. It puts in place a systematic and comprehensive framework to guide Grenada's strategic priorities for balanced and inclusive development over the medium term and simultaneously lays a solid foundation for Grenada's transformation over the long term. The specific National Goals, Objectives and Targets that are set, which are consistent with the United Nations' Sustainable Development Goals, are aimed at achieving Vision 2035: *Grenada, a resilient and prosperous nation, with a conscious and caring citizenry, promoting human dignity, and realising its full potential through sustainable economic and social progress for all.*



Through the strategic actions that will be taken to achieve Vision 2035, Grenadians will become empowered to see themselves as being capable of achieving greatness; families and communities will be strengthened; our level of consciousness, patriotism, spirituality, and care for each other will be elevated; our economy will become more competitive, productive, and dynamic with expanded opportunities for employment and entrepreneurship; our natural environment will be better protected; and our governance arrangements and institutions will be bolstered.

The NSDP 2020-2035 is grounded in Grenadian realities and aspirations. It has been formulated through extensive dialogue with the public sector, civil society, private sector, non-state actors, youth, and the general public on Grenada's development challenges and priorities. In addition, the Plan is duly cognisant of the regional and global development trends that have local implications. Further, considering lessons learnt from previous attempts at development planning, the NSDP 2020-2035 has been designed with built-in flexibility to be operationalised through five 3-year Medium-term Action Plans, which will translate the high-level strategies proposed in the National Plan into concrete projects and programmes to achieve meaningful development results.

Realising Vision 2035 requires the collective responsibility of all Grenadians. Government is committed to doing its part and is ready to partner with other stakeholders in the development and governance processes in a grand collective effort, which is aimed at transforming Grenada into a more prosperous and resilient nation, where every citizen can live in harmony with our environment and can benefit from the dividends of pursuing development in a sustainable manner.

On behalf of the Government and people of Grenada, I wish to thank all the individuals who were directly and indirectly involved in the preparation of the NSDP 2020-2035. I also extend thanks to the regional and international development institutions that provided technical and financial support to the preparation process.

We cannot help but be optimistic about the decades ahead given the Vision that we have set for ourselves. Let us all roll up our individual and collective sleeves as we get to work on implementing the strategic actions that we have set out. Together, with the help of God, we can realise the great future in which we can all be proud.

**Dr. the Right Honourable Keith C. Mitchell**

**Social Partners' Statement**

**Youth Statement**

As young people, our collective potential is the fuel that will power our nation's sustainable development and transformation. As Grenadian youth, we are grateful to have been given the opportunity to help shape the design of this National Sustainable Development Plan 2020-2035 for our country. Indeed, the primary objective of this National Plan is to create a better future for the youth. We are passionate about our country's development and committed to seeing this Plan implemented successfully. Therefore, we pledge our support to all stages of its implementation. We commit to being active partners, providing fresh perspectives, energies, insights, innovation, and creativity.

**Youth Representatives  
National Plan Steering Committee**

**Discussion Only**

**First Draft**

## Excerpts from Conversations with Grenadians

"Need to focus on God and build Christian families if we want to win as a nation"

"Do more to create spaces for young people where they can be true to who they are"

"Put power in the hands of Grenadians, they must be part of the decision making process"

"Reform of the partisan political culture is needed. There should be no tribal politics in Grenada"

"By 2035, Grenada should have better health care, with standards like in Cuba"

"No more should children have a bag of subjects but cannot find a job."

"I would like to see reform in the education system to include the growing online opportunities and unorthodox employment opportunities"

"There needs to be serious focus on renewable energy"

"Grenada needs to create a population of producers, entrepreneurs, and investors"

"The National Plan would be a reality in 2035 if people work together to implement the ideas"

"There should be a meaningful process for national reconciliation that would allow the citizenry to heal, trust each other, and build communities"

"Hope that the basic human rights of all Grenadians will be respected and promoted, with no political or other bias"

"By 2035 Grenada will be the frontrunner in the Region in governance, socioeconomic development, and climate resilience"

"Agriculture is the 1<sup>st</sup> backbone of any nation. It should not be treated as a fall back industry after tourism. It is important for sustainability"

"By 2035 Grenada should have a proper and sustainable educated society and should have no poverty"

### **National Anthem and Pledge of Grenada**

#### National Anthem

Hail Grenada, land of ours, we pledge ourselves to thee. Heads, hearts and hands in unity to reach our destiny. Ever conscious of God, being proud of our heritage, may we with faith and courage aspire, build, advance. As one people, one family, God bless our nation.

#### National Pledge

I pledge allegiance to the Flag, and to the country for which it stands, with liberty, justice, and equality for all. I pledge also to defend and uphold the Honour, Dignity, the Laws, and Institutions of my country.

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## Acknowledgements

Sincerest and deepest gratitude is expressed to all the individuals and institutions that were involved in the preparation of Grenada's National Sustainable Development Plan 2020-2035. Specifically, we thank the members of the Technical Working Group (TWG) who contributed their time and intellect in writing the document. The TWG comprised Dr. Kari Grenade (Chair), Dr. Spencer Thomas, Dr. John Telesford, Dr. Lindonne Glasgow, Mrs. Pauleen Finlay, Mr. Fitzroy James, and Dr. Nicole Phillip-Dowe. Mrs. Elaine Henry-McQueen provided invaluable technical support to the TWG on gender issues. We also thank Dr. Clement Jackson, as well as Dr. Patrick Antoine who were Chairs of the TWG at different periods during the early stages of the Plan's preparation. We also recognise the contribution of Mr. Michael Baptiste, a former TWG Member.

Special thanks also to the members of the Steering Committee (SC) who gave their time, ideas, and unique perspectives from their different interests and fields to ably guide the entire preparation process. The SC included: Mr. Michael Stephen (Chair, and representative of the public sector); Mr. William Joseph (representative of the Conference of Churches); Reverend Joachim Phillip (representative of the Evangelical Association); Ms. Petipha Lewis (representative of the private sector); Senator Judd Cadet and Mr. Johnny Calliste (youth representatives); Senator Dr. Dunstan Campbell (farmers' representative); Ms. Sandra Ferguson (civil society representative); Mr. Andre Lewis (trade unions' representative); Mr. Ferron Lowe (representative of the National United Front Political Organisation); Mr. Kennedy Roberts (representative of the National Democratic Congress Political Organisation); and Mr. Carlton Frederick (representative of the New National Party Political Organisation). We also recognise Mr. Timothy Antoine, former Chair of the SC and former members Mrs. Joan Purcell, Mr. Terrance Moore, and Mr. Vincent Roberts for their contributions during the early preparation stages.

The TWG and SC were ably supported by the hardworking team of the National Plan Secretariat, headed by Ms. Peron Johnson and assisted by Mrs. Kemmecia Charles and Mr. Keri Wilson. We also recognise the contributions of Mr. Raphael Joseph and Mrs. Michelle Julien who worked with the Secretariat during the early preparation stages of the Plan.

Special gratitude is paid to the many stakeholders who contributed their ideas to help formulate the Plan and provided feedback on earlier versions of this document, including the youth, civil society, community organisations, non-governmental organisations, churches, trade unions, farmers, private sector representatives, and officials and technical staff in the public sector.

We also express thanks to the Grenadians who shared their thoughts and ideas at the various Contributors' Fora that were held Island wide, as well as those at home and abroad who emailed comments to the Secretariat; their contributions helped to shape the strategic focus of the Plan. Special thanks to the Media for supporting the public outreach; the Government Information Service is specifically recognised for its tremendous assistance throughout the process. We also thank the staff of the Government Printery for their support.

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## List of Abbreviations

CBO	Community-based Organisation
CBR	Community-based Rehabilitation
CCORAL	Caribbean Climate Online Risk Adaptation Tool
CCRIF	Caribbean Catastrophic Risk Insurance Facility
CDB	Caribbean Development Bank
CFLs	Compact Fluorescent Bulbs
CPA	Child Protection Authority
CPEA	Caribbean Primary Exit Examination
CSEC	Caribbean Secondary Education Certificate
CSO	Central Statistics Office
CSP	Committee of Social Partners
DPI	Development Planning Institute
DPT	Diphtheria, Pertussis, Tetanus
ECCU	Eastern Caribbean Currency Union
ESA	Electricity Supply Act
FBO	Faith-based Organisation
FRA	Fiscal Responsibility Act
GCF	Green Climate Fund
GDP	Gross Domestic Product
GEPAP	Gender Equality Policy and Action Plan
GIDC	Grenada Investment Development Corporation
GNI	Gross National Income
GPRS	Growth and Poverty Reduction Strategy
GTA	Grenada Tourism Authority
GWP	Global Warming Potential
HDI	Human Development Index
HIV	Human Immunodeficiency Virus
ICT	Information Communication Technology
IDB	Inter-American Development Bank
ILO	International Labour Organisation
IMF	International Monetary Fund
LEDs	Light Emitting Diodes
LFS	Labour Force Survey
LPG	Liquefied Petroleum Gas
M&E	Monitoring & Evaluation
MBIA	Maurice Bishop International Airport
MEPS	Minimum Energy Performance Standards
MfDR	Managing for Development Results
MMR	Measles, Mumps, and Rubella
MOA	Ministry of Agriculture, Forestry, and Lands
MOE	Ministry of Education, Human Resource Development, and Religious Affairs
MOCR	Ministry of Climate Resilience, the Environment, Fisheries, and Information
MOF	Ministry of Finance, Planning, Economic, and Physical Development
MOH	Ministry of Health, Social Security, and International Business

MOI	Ministry of Infrastructure, Public Utilities, Energy, Transport, and Implementation
MOSD	Ministry of Social Development, Housing, and Community Empowerment
MOT	Ministry of Tourism and Civil Aviation
MSMEs	Micro, Small, and Medium-Sized Enterprises
MTAP	Medium-term Action Plan
NaDMA	National Disaster Management Agency
NAP	National Adaption Plan
NAWASA	National Water and Sewerage Authority
NCCP	National Climate Change Policy
NDC	National Determined Contribution
NEWLO	New Life Organisation
NGO	Non-governmental Organisation
NHI	National Health Insurance
NIS	National Insurance Scheme
NSA	Non-State Actor
NSDP	National Sustainable Development Plan
NTA	National Training Agency
OECS	Organisation of Eastern Caribbean States
PAHO	Pan American Health Organisation
PAYS	Pay As You Save
PPP	Public-Private Partnership
PSIP	Public Sector Investment Programme
PSMRS	Public Service Management Reform Strategy
PURC	Public Utilities Regulatory Commission
RGPF	Royal Grenada Police Force
RMF	Results Monitoring Framework
SAMOA	Small Island Developing States Accelerated Modalities of Action
SC	Steering Committee
SDG	Sustainable Development Goal
SEED	Support for Education, Empowerment, and Development
SIDS	Small Island Developing States
SPEED	Strategic Plan for Educational Enhancement and Development
SPV	Special Victims Unit
STEAM	Science, Technology, Engineering, Arts, and Mathematics
STEM	Science, Technology, Engineering, and Mathematics
TAMCC	T.A. Marryshow Community College
TVET	Technical Vocational Education and Training
TWG	Technical Working Group
UHC	Universal Health Care
WHO	World Health Organisation
WOOG	Whole-of-Government

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## EXECUTIVE SUMMARY

**National Vision:** *Grenada, a resilient and prosperous nation, with a conscious and caring citizenry, promoting human dignity, and realising its full potential through sustainable economic and social progress for all (Vision 2035).*

**National Message:** This National Sustainable Development Plan (NSDP) is the anchor for Grenada's development agenda and priorities for the 15-year period 2020-2035. It provides strategic direction to steer the Tri-island State toward achieving Vision 2035 and as such, it puts forward localised solutions that are aimed at fundamentally improving the way we as Grenadians live, work, treat our natural environment, and interact with our institutions and each other. In so doing, it provides an opportunity for significant national transformation. The Plan is firmly grounded in Grenadian realities and is built on the aspirations of the Grenadian people. It has been formulated on broad-based extensive and intensive dialogue with Grenadians across all spheres and walks of life. It identifies pathways to:

- Empower Grenadians to see themselves as being capable of achieving greatness.
- Change mind sets away from limitations and toward possibilities.
- Elevate the level of consciousness, patriotism, spirituality, and care for each other.
- Strengthen communities, reduce inequality, and promote social justice.
- Transform the economy to make it more competitive, productive, and dynamic to expand opportunities for employment and entrepreneurship.
- Preserve and protect Grenada's natural environment.
- Strengthen governance and institutions.

**National Goals:** The strategic focus of the NSDP 2020-2035 rests on the three sustainable development pillars; the society, the economy, and the environment. Accordingly, Vision 2035 is translated into the following three National Goals.

1. *Goal #1: High Human and Social Development: Putting People at the Centre of Sustainable Development and Transformation.*
2. *Goal #2: Vibrant, Dynamic, Competitive Economy with Supporting Climate-and-Disaster-Resilient Infrastructure.*
3. *Goal #3: Environmental Sustainability & Security.*

**National Development Outcomes:** The National Goals are mapped into eight National Outcomes, which are the improvements or positive changes in institutions, systems, communities, behaviours, living conditions, or knowledge that we aim for. Each National Outcome is linked to relevant Sustainable Development Goals (SDGs). The National Outcomes are:

1. *Outcome #1 - A Healthy Population*
2. *Outcome #2 - Educated, Productive, Highly-Skilled, Trained, and Conscious Citizens*
3. *Outcome #3 - A Resilient, Inclusive, Gender-Sensitive and Peaceful Society*

4. *Outcome #4 - Broad-based, Inclusive, and Sustainable Economic Growth and Transformation*
5. *Outcome #5 - Competitive Business Environment*
6. *Outcome #6 - Modern Climate-and-Disaster-Resilient Infrastructure*
7. *Outcome #7 - Climate Resilience and Hazard Risk Reduction*
8. *Outcome #8 - Energy Security and Efficiency*

**National Approach:** Vision 2035 requires a grand collective effort. The NSDP 2020-2035 envisions the workings of an economy and society that is premised on genuine partnership in which the public sector, private sector, civil society, youth, and wider non-state actors share collective responsibility for Grenada's sustainable development and play complementary roles in the process of nation building.

**National Core Values:** In the process of nation building, our rich history and heritage must be preserved and our true Grenadian identity and values consolidated. This National Plan identifies the following as our Core Values:

1. Respect for self and others.
2. Respect for fundamental rights and freedom and the rule of law.
3. Respect for the environment.
4. The promotion of human dignity and trust.
5. Strong families, communities, schools, churches, and civil society.
6. Tolerance of, and for spiritual diversity.
7. Social justice, fairness, equality, and equity.
8. Commitment to the disadvantaged, poor, and vulnerable in society.
9. Consciousness and patriotism.
10. Adherence to moral values and ethical behaviour.
11. Commitment to efficiency.
12. Accountability, transparency, and good governance
13. Democratic freedom, participatory democracy, and citizens' engagement.
14. Safety and security.

**National Responsibilities:** The grand collective effort that is required to achieve Vision 2035 demands specific characteristics of the key stakeholders as follows:

1. *All Grenadians:* A team; united by a shared history and destiny; patriotic; valuing inclusion and equality; Best, Ever Stronger, Together – ‘BEST’.
2. *Churches:* Provide spiritual guidance and leadership; support the building of strong families and communities; and inspire and bring out the best in all Grenadians.
3. *Families:* Stable and strong, supporting the development and stability of our society.

4. *Youth*: Conscious; civic-minded; embrace education, knowledge, and skills; creative; innovative; empowered; aspire to leadership; and positively engaged.
5. *Public Sector*: Fit for the 21<sup>st</sup> century; solutions-oriented; productive; efficient; formulates and executes policy effectively and transparently; uses national resources prudently; provides quality service to the public; and an exemplar of good governance.
6. *Private Sector*: Adopts strong corporate governance practices and ethical standards; competitive; productive; dynamic; and embraces strong social responsibility.
7. *Civil Society*: Guardian of our democracy and human rights; educates and empowers communities; promotes accountability, transparency, and good governance; encourages the preservation of Grenada's rich culture, heritage, and values; and champions the cause of the disenfranchised and most vulnerable.
8. *Trade Unions*: Work collaboratively with Government and the private sector to promote and protect workers' rights and encourage workers' productivity. An exemplar of good governance.
9. *Parliamentarians and Politicians*: Reject partisan tribalism and embrace inclusion, fairness, and good governance.
10. *Grenadians in the Diaspora*: Contribute resources, ideas, skills, and talents to support the realisation of Vision 2035.

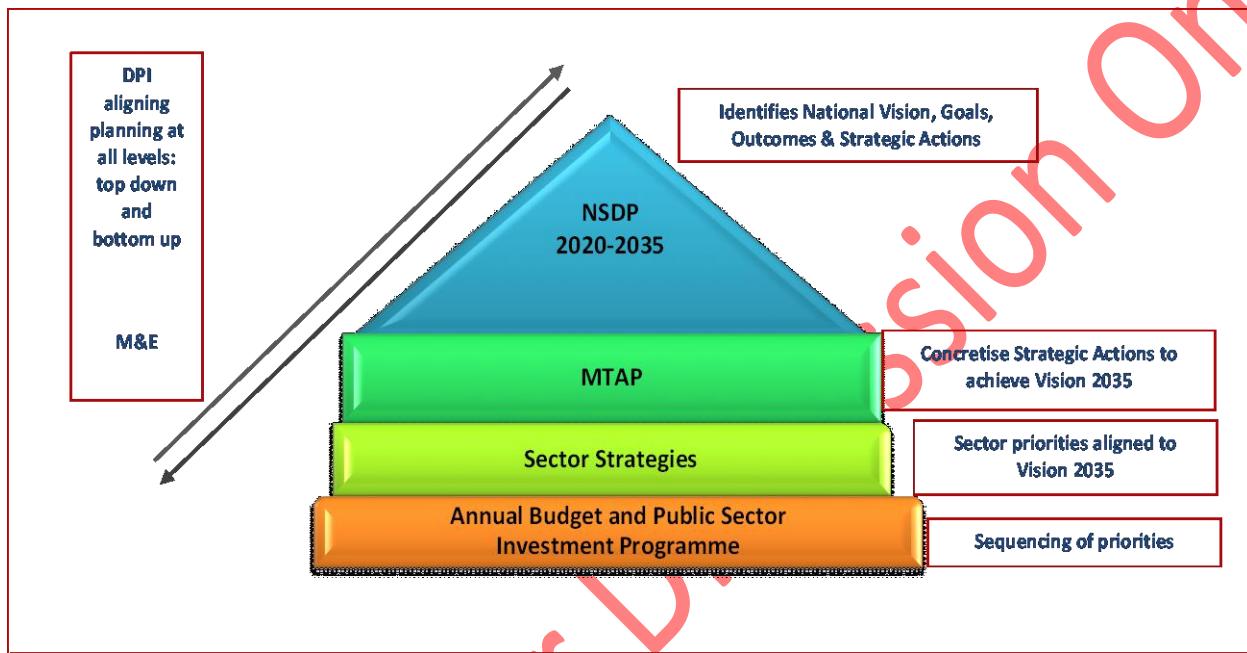
**The Roadmap for Implementation:** The NSDP 2020-2035 cannot self-implement. Therefore, a systematic and coordinated approach will be required. Accordingly, a dedicated entity that is technically and financially resourced will be established with the specific mandate to coordinate the implementation of the National Plan. This entity, which shall be named the Development Planning Institute of Grenada (DPI), will ultimately be accountable to the Parliament of Grenada. The DPI will be responsible for coordinating the preparation of the operational plans referred to as the Medium-term Action Plans (MTAPs), which would 'bring the NSDP 2020-2035 to life.'

The NSDP 2020-2035 will be implemented through five 3-year MTAPs. The 3-year cycle coincides with the fiscal programming framework of the Government, which spans a 3-year horizon. The first MTAP will cover the period 2020-2022. The MTAPs will operationalise the high-level strategic actions proposed in the National Plan through prioritised concrete interventions (projects and programmes) that are appropriately sequenced, with a view to achieving the desired National Goals and Outcomes. The DPI will develop the MTAPs within a coordinated and integrated institutional structure, supported by a coherent results-based monitoring and evaluation (M&E) framework to measure and track development results. To facilitate holistic development programming, the MTAPs will be integrated with the various sector strategies, the annual Budgets, and the Public Sector Investment Programme (PSIP). Given the long-term nature of the National Plan, it is not practical to identify the total cost of implementation over the 15-year period. However, as much as is feasible, the MTAPs will be costed and sources of financing identified. Figure 1 illustrates the framework that will guide strategic programming and implementation.

To the extent that this is a National Plan and not a 'Government Plan', real implementation action will happen not only on the turfs of Government's ministries and departments, but by other stakeholders in

the development process. Therefore, the DPI will serve as a strategic link between all relevant stakeholders to ensure that the preparation of the MTAPs is done in a collaborative manner through a consultative process, with clear identification of roles and responsibilities to leverage synergistic relationships and avoid duplication and overlap of efforts.

**FIGURE 1: NATIONAL IMPLEMENTATION FRAMEWORK**



*Authors' conceptualisation*

**Critical Success Factors:** The following are critical success factors that are needed to undergird our strategic actions and by extension, the realisation of our National Goals, Outcomes, and Vision 2035 ultimately:

1. Judicial Governance
2. National Security
3. Public Sector Governance
4. Corporate Governance
5. Inclusive Governance
6. Macroeconomic Stability
7. Quality Human Resource & Mind set Shifts
8. Partnerships
9. Leadership
10. Collective Responsibility & Shared Values

**Risks and Mitigation:** The implementation of the NSDP 2020-2035 could be affected if certain risks materialise. Risks are classified into Internal and External Risks. Internal Risks are country-specific ones, while External Risks are related to factors that are outside of the control of Grenada. Indeed, it is reasonable to assume that during the 15-year period, the implementation of the MTAPs, and by extension the National Plan, would be subjected to changing internal and external conditions that can cause

deviations in strategic direction, which in turn can hamper the achievement of our desired National Outcomes.

Key risks relate to implementation capacity, potential for deviations from the strategic focus of the Plan with changes in political administrations over the 15-year period, and macroeconomic and environmental shocks. Measures are proposed to help mitigate these risks including: (a) continuous and meaningful capacity building; (b) new community governance arrangements and mechanisms for active citizen engagement to heighten the political cost of deviating from the strategic direction set by the Nation Plan; (c) deployment of prudent and sustainable macroeconomic policies; and (d) mainstreaming of climate adaptation and mitigation strategies and quick response to address the socioeconomic effects of natural hazards.

**Results Monitoring:** A Results-Monitoring Framework (RMF) has been developed to systematically monitor, assess, and report on progress toward the attainment of our desired National Goals and Outcomes. The RMF shifts the focus of M&E to a systematic tracking and reporting of actual development outcomes and results, from a mere focus on tracking and reporting on programme/project activities. The RMF is designed to answer two fundamental questions: Are we achieving our desired targets and outcomes? How can achievement or non-achievement be proven? Targets are set for 2025, 2030, and 2035. The RMF also shows alignment of our desired National Outcomes with relevant SDGs. It also identifies roles and responsibilities, as well as reporting arrangements. Consistent with the ethos of participatory M&E, all reports will be presented to the general public through various media such as the traditional media, social media, island-wide town hall meetings, and round table dialogues. The Mid-term Report of the NSDP 2020-2035 and the Completion Report will be produced in 2027 and 2036 respectively. The Annual Progress Reports and the Mid-term Report will be in the ‘Green, Yellow, and Red Dash-board’ format as follows: **Green – ‘Excellent Progress’;** **Yellow – ‘Reasonable Progress’;** and **Red – ‘No Progress.’** All reports will be tabled in Parliament for deliberation and discussion. The DPI of Grenada will be the entity coordinating the M&E process, including the preparation and production of all reports.

**Summary of the Required Strategic Actions:** Table 1 presents the strategic actions that are deemed necessary for the realisation of our desired National Outcomes, Goals, and Vision 2035 ultimately. A total of 187 strategic actions are spread across the three Goals and eight Outcomes.

**TABLE 1: NATIONAL GOALS, NATIONAL OUTCOMES, AND STRATEGIC ACTIONS**



Our Vision	<p><i>Grenada, a prosperous and resilient nation, with a conscious and caring citizenry, promoting human dignity, and realising its full potential through sustainable economic and social progress for all</i></p>		
Our Goal	<p><b>National Goal #1:</b> High Human and Social Development: Putting people at the Centre of Sustainable Development &amp; Transformation</p>		
Positive Changes We Aim For	<p><b>National Outcome # 1</b> <i>A Healthy Population</i></p> 	<p><b>National Outcome #2:</b> <i>Educated, Productive, Highly-Skilled, Trained, and Conscious Citizens</i></p> 	<p><b>National Outcome #3:</b> <i>A Resilient, Inclusive, Gender-Sensitive, and Peaceful Society</i></p> 
SDG Alignment	<ol style="list-style-type: none"> <li>1. Expand safety net programmes to provide equitable access for all citizens to a range of provisions, not limited to education, food, housing, and utilities but also employment/livelihood support, and health security.</li> <li>2. Reform tax system to generate adequate funds to improve universal health care (UHC) in Grenada, including National Health Insurance. Earmark tax revenues to fund specific health outcomes.</li> <li>3. Incorporate preventive health in UHC. The interventions should be designed to reduce risk associated with communicable and non-communicable diseases. Exercise, nutrition, wellness, and psychosocial support must be provided as part of the health care services.</li> <li>4. Promote stronger emphasis on healthy (local) foods and lifestyles for children; revamp and modernise the 4H Club and School Gardening Programme with climate-smart agricultural practices to promote healthy eating and physical activity among children.</li> <li>5. Incorporate the 10 essential public health services in health care.</li> </ol>	<ol style="list-style-type: none"> <li>1. Improve the transformational management capacity of the Ministry of Education (MOE) to promote commitment, passion, and the revitalisation of the sector.</li> <li>2. Strengthen the MOE's policy implementation monitoring systems.</li> <li>3. Formalise 5-year strategic reviews of the education system to ensure relevance and impact.</li> <li>4. Establish an annual Education Forum for the MOE to provide evidence to the public on its achievements.</li> <li>5. Review the Education Act to reflect the changing education landscape.</li> <li>6. Transform the education curricular to ensure relevance for the 21<sup>st</sup> century. The curricular should equip students with skills that constitute the foundation for sustainable development.</li> <li>7. Place greater emphasis on aligning education and training with the current and future needs of the economy and society.</li> </ol>	<ol style="list-style-type: none"> <li>1. Institutionalise systematic risk and resilience assessments that incorporate gender and social inclusion.</li> <li>2. Augment health, education, and social protection information systems to bolster the collection, dissemination, and use of data and evidence for policy formulation and decision making.</li> <li>3. Institutionalise arrangements for stakeholder consultations that normalise their inclusion in programme design and implementation.</li> <li>4. Develop and implement a comprehensive social resilience policy and action plan focusing on building social assets and capital, reducing vulnerability and poverty, and promoting inclusion of marginalised groups in decision making.</li> <li>5. Formulate a national climate-smart housing policy and strategy for Grenada, Carriacou and Petite Martinique.</li> </ol>
Strategic Actions			

**Strategic Actions**

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| <p>6. Develop and implement a national sport policy and strategy that is aligned with other sector strategies including health; increase organised sporting activities in communities; construct a national gymnasium that is equipped for all types of games and physical activities; address gender differences in sport through public education programmes to attract and retain both girls and boys in various sporting activities.</p> <p>7. Implement health programmes that target the life course to ensure adequate care is available to meet the needs at each stage of development. Programmes such as community-based parenting, adolescent and senior health programmes can be introduced and supported through the health care system.</p> <p>8. Improve universal health coverage, focusing on increasing the proportion of the population that access care, ensuring pre-paid services, providing a wider range of services, and improving the quality of service delivery. The benefits basket can include primary health care, specialised care, medical devices, and pharmaceutical services with an emphasis on health promotion and prevention at the community level.</p> <p>9. Provide rights-based health care that promotes solidarity to ensure that those with the most needs are given priority to receive services.</p> <p>10. Conduct monitoring of population health and evaluation of interventions on a regularised basis to inform and revise priorities in the health sector and to create public awareness of the status of health. Primary and/or secondary data should be collected and analysed and the information disseminated to a wide cross-section of stakeholders including the public.</p> <p>11. Create/expand strategic partnerships in health. The role of community-based organisations should be clearly outlined and defined in corporate plans. There should be a shared vision by Government and non-governmental organisations.</p> | <p>8. Rationalise programmes, especially at the secondary and tertiary levels.</p> <p>9. Conduct research to assimilate a foundational English approach based on the present initiatives to develop literacy and numeracy skills at pre and primary level.</p> <p>10. Identify, develop, and implement projects to enhance capacity of schools to fully implement more diversified curricula that include Technical, Vocational, Education and Training (TVET) and other priority areas such as technology, foreign languages, visual, and performing arts.</p> <p>11. Implement intensive Professional Development Programmes for teachers and principals with St. George's University and the University of the West Indies Open Campus as resources. Would-be teachers must be trained prior to entering the class room.</p> <p>12. Conduct rigorous analysis of good practices, strengthen observations of classroom interactions and the use of various technologies and learning materials, and enhance assessments of teacher support and value-based outcomes.</p> <p>13. Develop an accountability system for school Department Heads at the secondary level that is aimed at improving teaching quality and promoting critical thinking, problem solving, and interpersonal skills among students.</p> <p>14. Establish performance standards for primary and secondary students. Develop targeted programmes to increase performance among boys and girls.</p> <p>15. Mainstream differentiated instruction and differentiated assessments to cater to the individual needs of students.</p> <p>16. Address fragmentation in the delivery of youth and skills development programmes through holistic and coordinated programming and partnerships.</p> | <p>6. Enhance the safety of communities by strengthening community policing, reinforcing our security forces, establishing/strengthening neighbourhood watch programmes, implementing youth-at-risk programmes focusing on reducing deviant behaviours, and enhancing rehabilitation programmes at Her Majesty's Prisons to reduce repeat offenders of petty crimes.</p> <p>7. Support stronger institutional responses to violence, abuse, exploitation, and neglect in relation to children in line with national and international commitments.</p> <p>8. Strengthen social protection and child protection measures and mechanisms with service standards, budgets, and clear targets that reflect equity and social inclusion standards.</p> <p>9. Evaluate and strengthen existing child abuse prevention programmes and develop new community-based programmes to shift the prevention of child sexual abuse from children to adults, and promote the unacceptability of child sexual abuse, as well as the notion that stopping child sexual abuse is everyone's responsibility.</p> <p>10. Pass and enforce legislation against sexual harassment. Introduce stiffer penalties for perpetrators, offenders, and upholders of child abuse.</p> <p>11. Investigate the feasibility of establishing a subsidised public school bus system to help promote discipline and reduce risks of potential abuse by drivers and conductors of private buses.</p> <p>12. Scale up programmes to address children at risk through new programmes to improve school-home relationships and parental involvement (especially that of fathers) in childhood education.</p> <p>13. Strengthen the legal and policy framework for juvenile justice.</p> |
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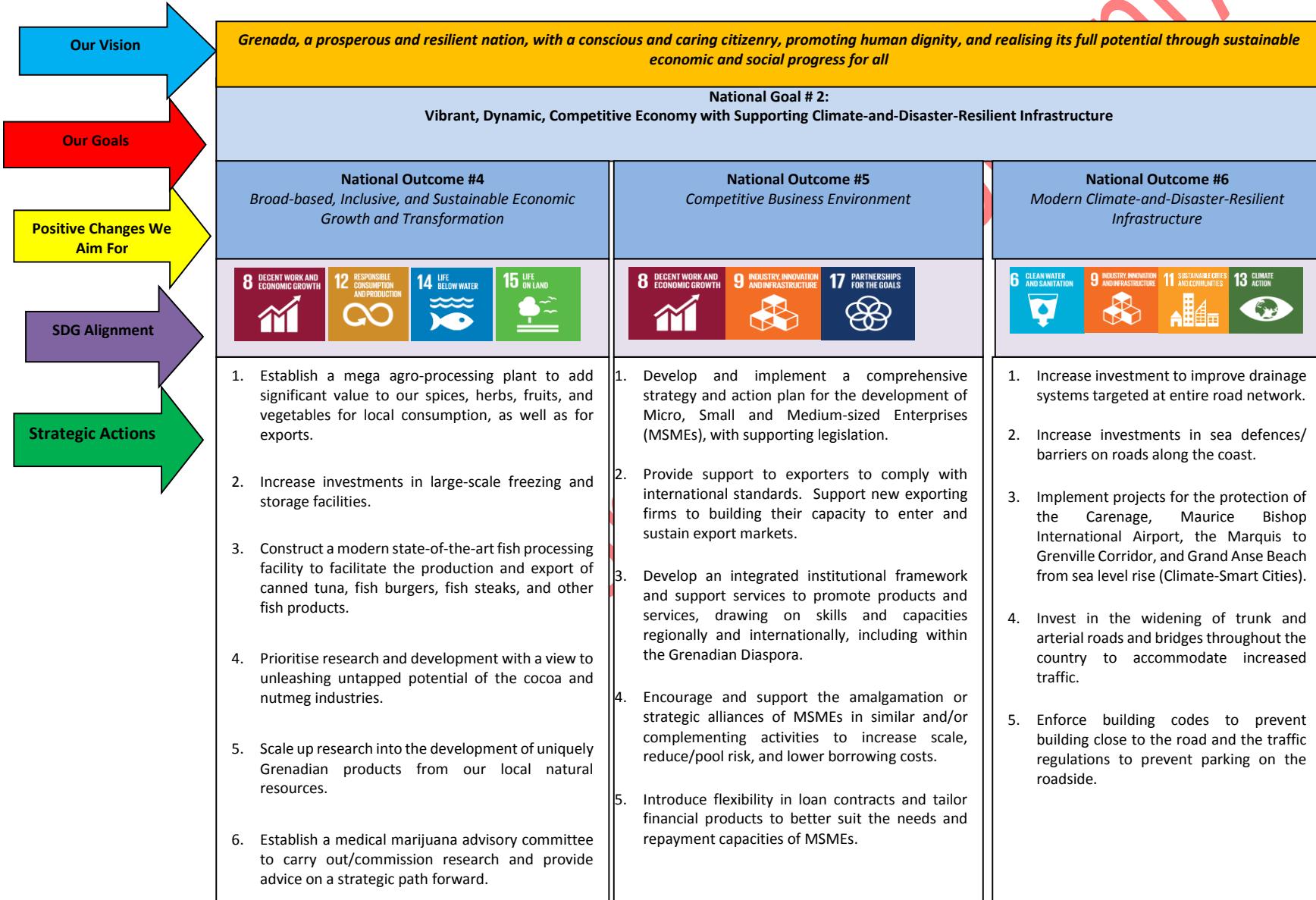
**Strategic Actions**

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| <ol style="list-style-type: none"> <li>12. Construct and staff a rehabilitation/detox center to provide support for sobriety and reduce the health and social burden associated with the abuse of illegal drugs and alcohol.</li> <li>13. Increase targeted programmes to improve men's health to close the 5-year gap in life expectancy between men and women.</li> <li>14. Conduct research on environmental and occupational risks in collaboration with academic institutions. Capture and analyse the information in the national health information system routinely to inform health policy and interventions. Strengthen laboratory capacity for analysis.</li> <li>15. Relocate the General Hospital in the medium-to-long term to an area that is more tranquil, therapeutic and easily accessible. In the interim, invest in sea ambulances to provide alternative means of transport to the Hospital and expand parking areas at the Hospital.</li> <li>16. Establish a teaching hospital to provide a wider range of specialised and affordable services to the Grenadian population. Health specialists should also be resident in Mt. Royal Hospital in Carriacou and Petite Martinique and in Princess Alice Hospital.</li> <li>17. Upgrade community health centers to function as polyclinics and provide a wider range of health services in communities including ambulance service, x-ray and ultrasound services, health and wellness centers, family-oriented maternity units, and observation units.</li> <li>18. Upgrade health facilities to make them resilient to climate change impacts. Develop and deploy public education programmes to raise awareness of the link between climate change and human health.</li> </ol> | <ol style="list-style-type: none"> <li>17. Implement the newly-developed standards in early childhood education and build capacity and technical skills of early childhood educators and practitioners.</li> <li>18. Institute a programme of teacher exchange across the island and in the region to facilitate shared knowledge and identify good practices in education.</li> <li>19. Eliminate gender disparities in education and ensure equal access to all levels of education and vocational training for the vulnerable, including boys, girls in technical disciplines, persons with disabilities, and children in vulnerable situations.</li> <li>20. Upgrade and/or replace existing systems to keep pace with technological advances in education.</li> <li>21. Mainstream the use of pre-programmed tablets and e-books as standard pedagogical resources. Increase the use of more technology-focused activities that build critical-thinking and problem-solving skills consistent with a modern education system.</li> <li>22. Establish a technology institute to support Grenada's transition to a knowledge-based digital economy and society and to build its human capital.</li> <li>23. Build and upgrade education facilities that are child, disability, and gender sensitive and provide safe, non-violent, inclusive and effective learning environments for all.</li> <li>24. Carry out regular maintenance of schools and other education facilities.</li> <li>25. Incorporate new courses into the curricular that teach the fundamentals skills required for the business place. Strengthen institutional arrangements between education institutions and the private sector.</li> <li>26. Expand and professionalise the present Career Guidance services.</li> </ol> | <ol style="list-style-type: none"> <li>14. Expand and improve support services to the elderly to include special transportation assistance and facilities such as state-of-the art geriatric care, and shared living.</li> <li>15. Develop and implement mentorship-companionship programmes that bring children and seniors together, with the aim of bridging the generational divide in communities, preserving our culture, fostering volunteerism, and strengthening communities.</li> <li>16. Develop family policies that support strong and stable families, as well as legislation to ensure families take better care and responsibility for elderly and vulnerable members.</li> <li>17. Extend maternity leave to 6 months to be consistent with international guidelines and amend National Insurance Scheme (NIS) Act/review NIS policy to facilitate same. Establish an official national policy on paternity leave.</li> <li>18. Develop an explicit fertility, family-planning, and population policy to ensure that Grenada's long-term demographics are congruent with its sustainable development objectives.</li> <li>19. Expand support services for physically/mentally challenged persons to include community-based rehabilitation programmes and legislation for the modification of buildings and public spaces with supporting regulations for enforcement to expand accessibility.</li> <li>20. Strengthen institutional coordination amongst the various agencies that serve the needs of persons who are mentally/physically challenged. Intensify/expand public education on the rights of physically/mentally challenged persons.</li> <li>21. Apply completed gender analyses when planning actions to implement each priority in this National Plan or, where necessary, use suitable expertise to conduct gender analyses that consider inter-sectionalities.</li> </ol> |
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## Strategic Actions

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| <p>19. Increase services in relation to sexual and reproductive health and rights, and improve health care responses to sexual violence.</p> <p>20. Improve responses to persons affected by mental illness, including addictions.</p> <p>21. Examine the health implications and impacts of motor vehicular accidents, and injuries inflicted on self and injuries sustained from others (health care costs, life expectancy, disabilities) and use data to inform programming.</p> | <p>28. Establish a national database so that every sector can update information on skills requirements to address areas of skills gaps.</p> <p>29. Make the T.A. Marryshow Community College (TAMCC) curriculum more flexible to cater to students' mobility and to address current skills gaps, as well as skills for the future.</p> <p>30. Expand alternative pathway programmes and introduce night classes at tertiary institutions to promote lifelong learning and facilitate working adults who choose to up-skill and re-tool.</p> <p>31. Implement policies that address both the supply-side of the labour market (doing more to prepare young people for the workplace) and the demand-side (ensuring that more job opportunities are created).</p> <p>32. Expand and enhance support systems for youth empowerment. Establish formal Youth Camps to brainstorm about practical solutions to promote their empowerment.</p> <p>33. Create a National Youth Association as a legitimate organisation to advocate on behalf of youth to facilitate 'bottom-up' development.</p> <p>34. Develop and execute more targeted youth-at-risk programmes that address matters such as conflict resolution, anger management, substance abuse, self-esteem, confidence, civics, values, spirituality and equality.</p> <p>35. Design Boys and girls Mentorship programmes and initiate separate 'ALL THINGS BOYS' and 'ALL THINGS GIRLS' forums with strong motivational speakers with support from churches and the community.</p> <p>36. Mandate the teaching of civics and Grenada's history, including the Grenada Revolution, at all levels of the education system.</p> <p>37. Introduce an official national wear that embodies our authentic 'Grenadianess.' Recognise national heroes, identify who they are and erect statues in every parish</p> | <p>22. Implement the Gender Equality Policy and Action Plan and the normative framework for gender equality and the empowerment of women, as well as other Conventions like the International Labour Organisation's C189 in a comprehensive manner.</p> <p>23. Make visible in public policies issues facing girls and young women as those facing boys and young men. Make use of sex disaggregated data to inform public policies.</p> <p>24. Eliminate the gender gap in students' access to and attainment in TVET skills. Review the curricular and the culture in schools and other educational institutions to align them with the goal <i>'to promote the principle and practice of gender equality.'</i></p> <p>25. Reduce the wage gap by using the principle of equal pay for work of equal value to conduct job evaluations on jobs in the domestic and care sector, clerical fields, and shop assistants to inform the next revision of the Minimum Wages Order.</p> <p>26. Strengthen institutional structures and implement programmes to reduce the barriers to women's employment, entrepreneurship and leadership and facilitate women's empowerment.</p> <p>27. Strengthen the operations of each entity that has specific mandate to provide short-term and long-term responses to gender-based violence.</p> <p>28. Improve the system of offender accountability, including a sexual offenders' registry. Strengthen legislation to address gender-based violence.</p> <p>29. Disseminate the results of the prevalence study on violence against women conducted in 2018 and develop a system for the collection of official administrative data on intimate partner violence and sexual abuse. Take steps to achieve gender parity at all levels of decision making.</p> |
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**Strategic Actions**

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| <p>7. Use social media to promote agricultural education and agricultural business ideas and tips.</p> <p>8. Improve the image of agriculture by emphasising the use of technology in agriculture, highlighting the stories of successful farmers and agribusiness owners, and promoting the benefits of agriculture.</p> <p>9. Make agricultural science a compulsory subject in all schools at all levels. The syllabus should focus on agribusiness and entrepreneurship, linked to modern technology and innovation.</p> <p>10. Establish a young farmers' support programme that prioritises access to land, financing (grants and low-interest loans), and training for young farmers involved in agribusiness.</p> <p>11. Introduce an annual 'Technology in Agriculture Youth Expo' to get youth involved in the creation of technological applications and scientific inventions that can improve agricultural production, practices, and processes.</p> <p>12. Upscale investments in mechanisation. Develop Agricultural Applications to connect famers to local buyers and apply drone technology to help fight praedial larceny.</p> <p>13. Up-scale modern training for agricultural officers, extension officer, and farmers.</p> <p>14. Develop and implement in farming communities a comprehensive training and capacity building programme that focuses on functional literacy and numeracy, as well as financial management and basic business skills.</p> | <p>6. Deepen the financial system (develop money and capital markets) to expand saving, borrowing, and investing options for MSMEs.</p> <p>7. Increase flow of information to Diaspora on investment opportunities and projects. Explore the use of Diaspora loan and/or equity financing to fund projects in new and emerging growth sectors.</p> <p>8. Promote innovation partnerships with researchers. Establish fiscal incentives to support research and innovation.</p> <p>9. Create an 'ideas bank' to ascertain innovative and creative ideas that can improve production processes and create new high-value added products and activities. Develop databases for identifying opportunities for innovation and creativity.</p> <p>10. Strengthen the legal protection of intellectual property.</p> <p>11. Establish an economic growth council to guide and monitor policy reforms to support new areas of economic growth.</p> <p>12. Design industry-relevant training programmes to improve the school-to-work transition. Start business education at the primary level.</p> <p>13. Increase women's access to the means of production.</p> | <p>6. Mandate that all drivers take a road safety course prior to the issuing of new drivers' licenses, as well as the renewal of existing drivers' licenses. Licenses should not be issued/renewed until drivers complete the course.</p> <p>7. Introduce a policy that results in the suspension of drivers' licenses if a driver commits more than two offences in one year and cancellation of the license if a driver commits more than two offenses over a 2-year period.</p> <p>8. Introduce a toll system for vehicles entering the city, major parking facilities outside the city centre, and a structured pay-and-ride system.</p> <p>9. Establish/Expand a structured night transportation system.</p> <p>10. Construct a new climate-resilient airport in Carriacou.</p> <p>11. Increase investments in rainwater harvesting to support rural enterprises.</p> <p>12. Promote increased storage, distribution and use of untreated water for non-consumption activities.</p> <p>13. Scale up investments in desalination plants powered by renewable energy.</p> <p>14. Update the National Physical Development Plan of Grenada to reflect the country's sustainable development priorities. Introduce new and progressive legislation to support spatial balance.</p> <p>15. Undertake fundamental reforms of the Physical Planning Unit to improve efficiency.</p> |
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- 15. Increase organic production to reduce the reliance on chemicals and pesticides and support healthy eating.
- 16. Facilitate the widespread application of climate-smart practices throughout the agricultural sector.
- 17. Develop a comprehensive agricultural insurance framework.
- 18. Strengthen hazard mitigation for the agricultural sector.
- 19. Modernise irrigation systems and practices.
- 20. Execute 'Blue' projects and programmes that are innovative, economically viable, and culturally fit.
- 21. Bolster the enabling governance and institutional arrangements and infrastructure to promote the widespread use of some form of renewable technologies in all buildings (public and private), electricity generation, and transportation.
- 22. Build national capacity to effectively support the deployment of 'green' economic activities and 'green' jobs.
- 23. Develop an incentive package to providers of energy services that reduce demand for fossil fuel-generated electricity from the grid.
- 24. Launch Pay-as-you-Save and Lease Financing initiatives to support financing of energy efficiency activities.
- 25. Develop the Grenada Cultural Authority by merging the National Cultural Foundation and the Spice Mas Corporation to achieve greater efficiency and impact.

Final

or Discussion Only



26. Prepare and deploy a comprehensive strategy and action plan for the development of the Orange Economy, underpinned by legislation, enabling infrastructure, and institutional arrangements to support the monetising of our cultural and heritage assets, as well as our creative talents, skills, and imagination.
27. Strengthen the capacity of the music industry to create competitive products. Institutionalise the teaching of mas production, wire bending, steel pan, the history of Jab Jab, short-knee, Shakespeare mas, fancy mas, and other aspects of our carnival in all schools. Offer more scholarships in Carnival studies.
28. Construct a modern state-of-the-art center of excellence for culture (for performing arts, visual arts, poetry, music, and dance).
29. Design a comprehensive strategic action plan to effectively guide the development of the Oil and Gas industry to address issues of institutional governance; institutional arrangements including the creation of a sovereign wealth fund to effectively manage the revenues of the industry to provide maximum benefits to our peoples; legislative reform; training; research and development; and neighbouring country collaboration.
30. Develop a comprehensive strategy with supporting legislation to guide our transition to a digital society and economy.
31. Establish a 'digital technologies development zone' and incentivise the creation of uniquely Grenadian Applications to being solutions to real Grenadian problems.

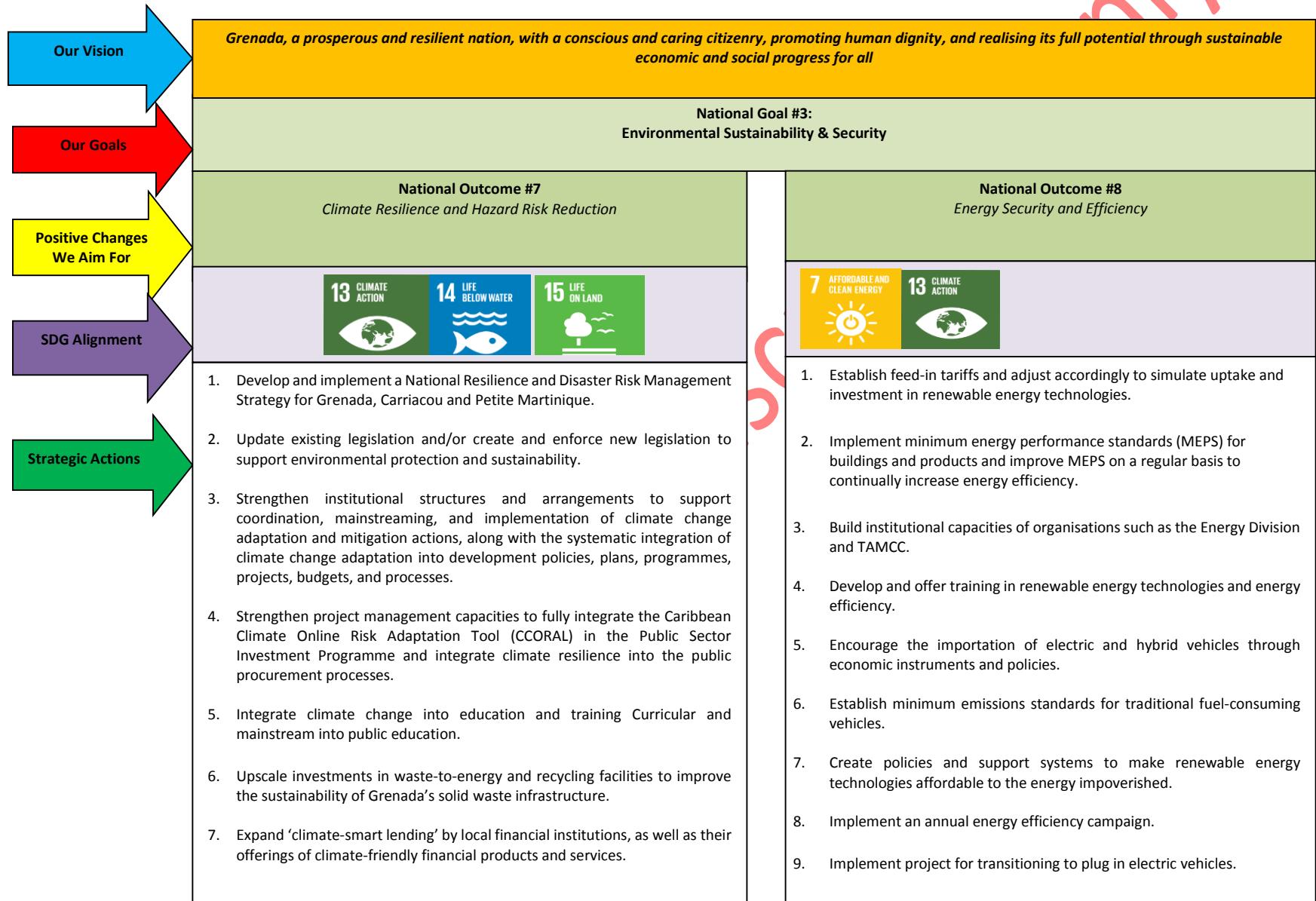
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32. Develop the enterprise architecture to support E-commerce activities in the private sector and digital service delivery of the public sector.
33. Expand training and build national capacity in digital literacy.
34. Reformulate the PPP Roadmap for ICT in Grenada taking into account digitisation, climate change, and the new and emerging areas for sustainable growth and development.
35. Mainstream sustainability in all tourism policies and activities to take into account not only the needs of the tourists and tourism businesses, but also the needs of local communities, as well as current and future social, economic, and environmental issues.
36. Introduce new legislation that requires all tourism properties/businesses to reduce their carbon foot print through strategic climate adaptation and mitigation measures.
37. Expand the production of flowers, revive flower gardens, and create a new botanical garden.
38. Link cruise marketing to Health and Wellness Tourism and Creative Industries clusters.
39. Develop quality standards for the Health and wellness industry and train industry personnel to international standards of health and wellness.
40. Develop the wooden boat-building cluster and expand boat financing and insurance options.

First  
Discussion Only



**Strategic Actions**

8. Enlighten the citizenry to allow for adjusted behavioural responses to climate change and increase community participation to promote environmental consciousness of citizens.
9. Introduce minimum performance standards for renewable energy and geothermal development.
10. Phase out high Global Warming Potential (GWP) refrigerants. Reduce Grenada's Greenhouse gas emissions.
11. Access and encourage the use of low-carbon emission technology within a regulatory framework supporting renewable energy and energy efficiency.
12. Create more green spaces and promote environmentally-friendly practices across Grenada, Carriacou and Petite Martinique.
13. Set up clearinghouse and data management unit and update data regularly.
14. Set up strategy to build local human capacity to assess and respond to climate change; establish climate pool, hire climate experts in Government as well as in the private sector.
15. Establish academic programmes and vocational trainings for 'green' jobs.
16. Mainstream climate-smart agricultural, soil, and water conservation practices.
17. Promote and support rainwater harvesting on mainland Grenada.
18. Expand marine protected areas.
19. Build capacity of disaster management professionals in analysing and managing the risk situations concerning the most vulnerable groups, build capacities and increase awareness among the disaster professionals and service providers.
20. Expand insurance coverage of public assets.
21. Expand support to the National Disaster Management Agency (NaDMA) in delivery and financing of climate-and-non-climate-related disaster preparedness, response, and recovery activities. Establish/legislate a national disaster fund for Grenada, into which both the private and public sectors contribute.

## CHAPTER 1: INTRODUCTION

This National Sustainable Development Plan (NSDP) is the anchor for Grenada's development agenda and priorities over the period 2020-2035. It provides strategic direction to steer the Tri-island State toward achieving Vision 2035: *Grenada, a resilient and prosperous nation, with a conscious and caring citizenry, promoting human dignity, and realising its full potential through sustainable economic and social progress for all.*

The NSDP 2020-2035 is a Plan for Grenadians by Grenadians. It puts forward strategic priorities that have been identified by Grenadians to address crucial social, economic, environmental, and other development challenges to help realise Vision 2035. The Plan is firmly grounded in Grenadian realities and is built on the aspirations of the Grenadian people. It envisions the workings of an economy and society that is premised on genuine partnership in which the public sector, private sector, civil society, and wider non-state actors (NSAs) share collective responsibility for Grenada's sustainable development and play complementary roles in the process of nation building.

The Plan is also guided by the regional and international development context. The regional development paradigm is premised on the notion of the region's special circumstances and unique vulnerabilities of Small Island Developing States (SIDS), necessitating an imperative for regional cooperation. The CARICOM Single Market and Economy is the foremost regional framework for action, complemented by the Organisation of Eastern Caribbean States (OECS). The regional development thrust envisages building economic, social, and environmental resilience, as well as reducing vulnerabilities. The development thrust calls for regional leadership and action to place the CARICOM region as global exemplars of development planning, growth, and sustainable development.

Internationally, since 2015, the global development thrust has focused on the elaboration of the Sustainable Development Goals (SDGs), the Sendai Framework for Disaster Risk Reduction, the Addis Ababa Action Agenda on financing for development, and the Paris Agreement for climate action. Grenada has signed and ratified these global accords. In addition, Grenada subscribes to the earlier elaborated SIDS Accelerated Modalities of Action (SAMOA) Pathway and the Strategic Plan for Biodiversity and its Targets. Indeed, these global accords constitute the global framework conditioning regional and national action as CARICOM member states including Grenada seek to fulfil the obligations contained therein.

Indeed, global trends and challenges call for international, regional, and national strategic actions to address the challenges in a holistic and integrated manner to achieve sustainable development. At the time of writing this National Plan in 2019, worrying trends in the following posed the greatest risks to the attainment of the global sustainable development agenda: poverty and hunger; income inequality; gender inequality; poor education and health outcomes; globalisation; political discord and the rise of populism; food, water, and energy insecurity; urbanisation; migration; unsustainable consumption and production; biodiversity loss and ecosystem collapse; natural disasters; climate change; and the lack of adequate financing and capacity to address these global challenges. Moreover, mind-boggling technological innovations including big data, cloud computing, block chain technology, artificial intelligence, and robotics are changing every facet of human activity - the way people live, work, do business, and interact with each other.

Grenada is at a critical juncture in its development. Our long-standing challenges, such as those associated with being small, open, vulnerable, and externally-dependent, are being compounded by the new challenges. Indeed, the old and new challenges have collided to produce a significant threat to our sustainable development prospects. Indeed, climate change and technological innovations necessitate a new development paradigm for Grenada. Furthermore, our institutions need to be fundamentally overhauled and transformed to make them relevant and fit for purpose in the 21<sup>st</sup> century. Also, Grenadian values and attitudes need to be reaffirmed, and our level of consciousness and patriotism elevated and renewed, and the mind sets of our people need to change to better support national development efforts. For sure, our country's progress awaits a paradigm shift in how we as citizens view ourselves; a shift away from limitations toward opportunities and possibilities and a shift away from inaction and toward solutions.

It is against this backdrop that the NSDP 2020-2035 has been prepared to provide localised solutions to shape and secure the future of our nation. It aims to fundamentally improve the way we as Grenadians live, work, treat our natural environment, and interact with our institutions and each other. It identifies pathways to: (a) empower Grenadians to see themselves as being capable of achieving greatness; (b) change mind sets away from limitations toward possibilities; (c) elevate the level of consciousness, patriotism, spirituality, and care for each other; (d) strengthen communities, reduce inequality, and promote social justice; (e) transform the economy to make it more competitive, productive, and dynamic to expand opportunities for employment and entrepreneurship; (f) better preserve and protect Grenada's natural environment; and (g) strengthen governance and institutions. It therefore provides an opportunity for significant national transformation.

### **1.1      Summary of Key Steps in the Preparation Process**

*Step 1: The National Plan Idea* - The initiative to develop a long-term national plan for Grenada was put forward by the Committee of Social Partners Committee (CSP) in 2015. The CSP is a compact between the Government, Conference of Churches, Alliance of Evangelical Churches, Trades Union Council, Inter-Agency Group of Development Organisations (civil society), and Private Sector Organisations.

*Step 2: Launch of National Plan* - The elaboration of a national plan for Grenada was officially endorsed by the Government of Grenada and articulated as a strategic priority in the Throne Speech of 2015 and also the Budget Statement for the Fiscal Year 2015. The National Plan was launched in May 2015 at an official ceremony that included representatives of the SPC and the general public.

*Step 3: Governance Arrangements for the Preparation Process Established* - Two committees – a Steering Committee (SC) and a Technical Working Group (TWG) were appointed by Cabinet. The SC - a multi-interest, multi-sector team - was primarily responsible for: (a) advising on the process for preparation of the Plan; (b) monitoring preparation progress; (c) supporting stakeholders' consultations; and (d) reviewing draft chapters of the Plan. The SC comprised 11 members with representatives from youth organisations, farmers' organisations, civil society, churches, political organisations, public sector, and private sector. The TWG, an eight-member multi-disciplinary team, was responsible for preparing technical working papers, engaging stakeholders, and writing the NSDP 2020-2035. A National Plan Secretariat was established to coordinate the preparation process and provide administrative support to the SC and TWG.

*Step 4: Visioning Exercise* – An intensive visioning exercise was conducted, the objectives of which were to formulate a short and inspiring draft Vision Statement, articulate a set of Core Grenadian Values, and

develop a ‘catchy’ Slogan and jingle for the National Plan to take to the Public for feedback. At the end of the exercise, the draft Vision Statement was ‘*A caring society that promotes human dignity and celebrates sustainable economic and social progress for all.*’ Seven Core Values were articulated, and the Slogan developed was: ‘*Better. Ever stronger. Together (BEST).*’ Based on feedback, the draft Vision Statement was subsequently revised to: ‘*Grenada, a resilient and prosperous nation, with a conscious and caring citizenry, promoting human dignity, and realising its full potential through sustainable economic and social progress for all.*’ The set of Core Values was expanded to 14 and the ‘BEST’ Slogan and jingle remained unchanged.

*Step 5: Conceptual Framework for the Plan* - The preparation process entailed intensive brainstorming among the SC and TWG about the type of plan to be developed, the strategic focus and design of the plan, the institutional arrangements for implementation, and the framework for monitoring and measuring results. The consensus among the SC and TWG was that at minimum, the Plan must: (a) be grounded in the Grenadian socioeconomic, political, and cultural realities; (b) solutions oriented, sowing seeds of opportunity for new advantages; (c) set measurable targets; (d) provide for robust monitoring and evaluation (M&E); (e) be aligned to the SDGs; and (f) easy and simple to understand. Consistent with the strategic focus of the Plan, Thematic Papers were prepared on Education, Climate Change, Energy, and the Macro-economy for public education purposes and also as guidance briefs for public consultations.

*Step 6: Execution of Consultations and Public Relation Activities* – A public consultation framework and communication strategy were developed, which included the setting up of a National Plan website, media engagements (Social, Radio, Television and Print), and public consultations. The objectives were to: (a) inform and educate the public about the National Plan; (b) encourage, enthuse and enable all segments of the society to express their views and contribute their ideas for the Plan’s formulation; (c) stir the public’s passion to pursue the Plan successfully; and (d) promote buy-in and country ownership of the Plan. Public consultations were held in several villages in each parish, as well as sectoral consultations with representatives from the public sector, private sector, civil society, youth, non-governmental organisations (NGOs) and community-based organisations (CBOs). Appendix 1 lists the 54 contributors’ fora/stakeholders’ consultations that were held over the period July 2017 to April 2019.

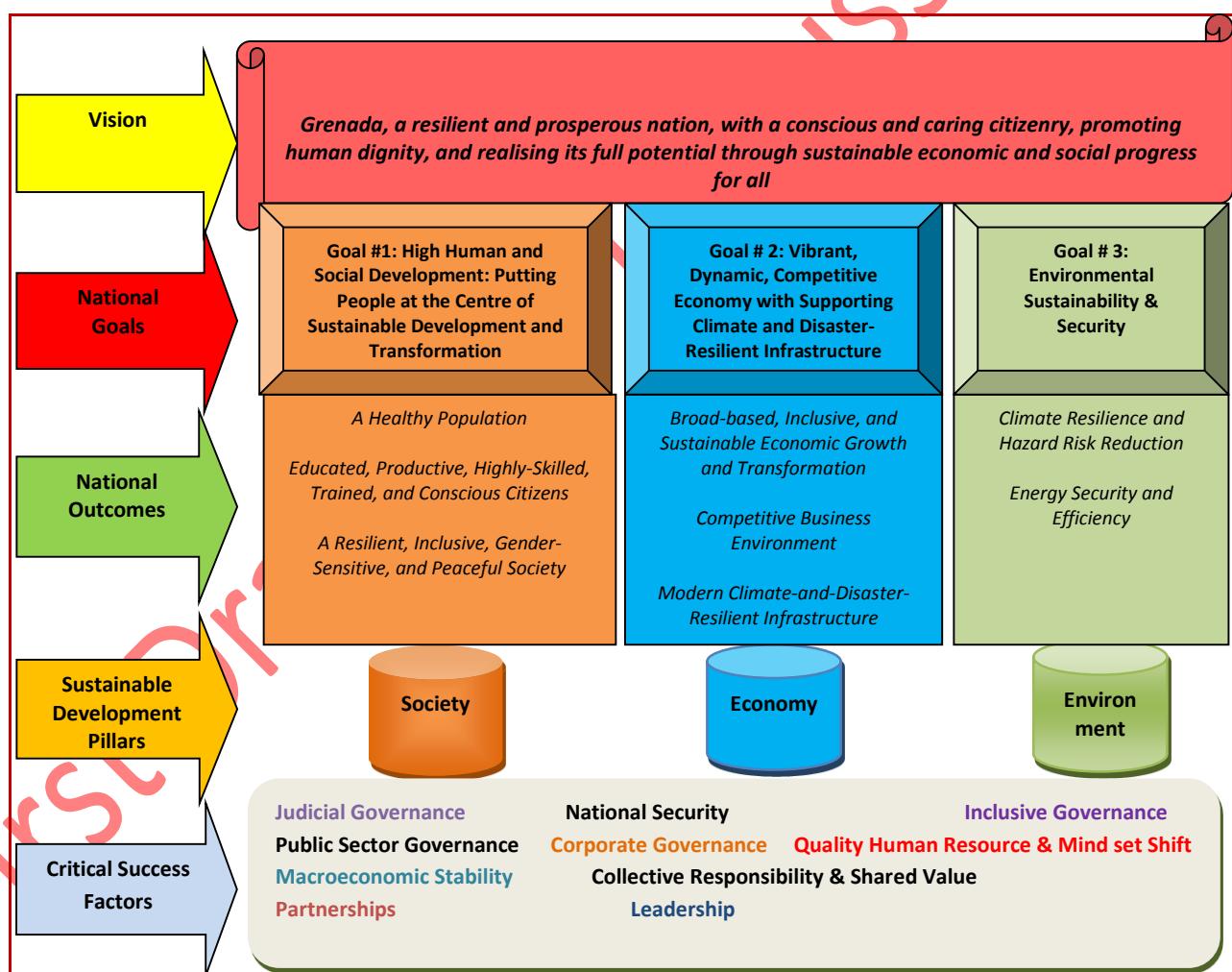
*Step 7: Distilling Feedback from the Consultations* – The TWG developed a systematic approach to incorporate the public’s contributions in the formulation of the Plan. Ideas and suggestions that were documented by the rapporteur for each consultation/contributors’ forum were grouped into common themes, polished, enhanced, and consolidated under four broad rubrics: Social, Economic, Environment, and Governance for integration into relevant sections of the National Plan.

*Step 8: Writing and Review of the National Plan* - The National Plan was written during the period February to September 2019. A First draft was submitted by the TWG to the SC and National Plan Secretariat on May 31 2019, feedback was incorporated and a second draft was resubmitted on July 31, 2019. The National Plan was reviewed during August 2019 by local, regional, and international development experts to ensure the highest quality and credibility. Public consultations on the draft National Plan took place in September 2019. The final version of the Plan, which incorporates feedback from Grenadians, was accepted by the Cabinet in October 2019, and laid in Parliament in November 2019.

## 1.2 Strategic Focus Overview

The strategic focus of the NSDP 2020-2035 rests on the three sustainable development pillars: society, economy, and environment, and as such, it is aligned with the United Nations' sustainable development principles. It identifies three overarching long-term goals, which are mutually reinforcing and are intended to foster balanced development, as one goal cannot be successfully achieved if the other two are not also successfully attained. The National Goals are mapped into eight National Outcomes, which are the short-term or medium-term improvements or positive changes in institutions, systems, communities, behaviours, living conditions, or knowledge that we aim for. Each National Outcome is linked to relevant SDGs. Undergirding the three pillars is a robust governance and institutional framework. The NSDP 2020-2035 is '*climate proofed as well as gender proofed*', meaning that it supports the integration of climate-related and gender-related aspects into the different chapters, as well as it points out challenges and opportunities that should be considered for development planning at national to community levels. Figure 1.1 presents the strategic framework of the NSDP 2020-2035.

**FIGURE 1.1: STRATEGIC FRAMEWORK OF THE NSDP 2020-2035**



Authors' conceptualisation

### **1.3 Lessons Learnt**

The NSDP 2020-2035 takes into consideration lessons learnt from previous attempts at development planning in Grenada; the most recent experiences being; (i) the National Strategic Development Plan that was prepared in 2007 to provide strategic direction in the aftermath of the devastating Hurricane Ivan in 2004 and the milder one - Emily in 2005; and (ii) the Growth and Poverty Reduction Strategy (GPRS), which covered the period 2014-2018. Some crucial lessons learnt, which have informed the preparation and design of this National Plan are: (a) the necessity of adopting a coordinated and integrated approach to development planning; (b) the importance of securing country ownership (not just government ownership) of development priorities through wide stakeholder consultations; (c) the need for robust institutional arrangements, endowed with strong technical capacity to effectively support implementation; and (d) the essentiality of having a coherent and credible results framework to monitor and measure if, and the extent to which, desired development outcomes are being achieved.

### **1.4 Layout of Document**

The remainder of this document is organised into the following six chapters.

*Chapter 2: The Context for the National Plan - Our Past and Present* - examines the local context (social, economic, environmental, governance and institutional) within which the National Plan is prepared.

*Chapter 3: The Future We Aim For - National Goals, Outcomes and Strategic Actions* - discusses the three overarching National Goals that are aligned to Vision 2035, the desired National Outcomes, and the strategic actions that are required to achieve the desired Outcomes. The Chapter also discusses alignment with the SDGs under each National Outcome.

*Chapter 4: Critical Success Factors to Achieve Vision 2035* - discusses 10 factors that are necessary to ensure the realisation of the Vision, Goals, and Outcomes.

*Chapter 5: Implementation* - describes the framework and institutional arrangements for implementation.

*Chapter 6: Risks and Mitigation* - examines potential risks that can affect the implementation of the National Plan and proposes mitigation measures.

*Chapter 7: Monitoring Results* - presents the framework that will be used to measure and monitor the desired development results. The relevant Outcome Indicators under each Goal is identified along with the corresponding Baseline data/information and the desired Targets to be attained. The Framework also identifies roles and responsibilities in implementation, as well as reporting modalities.

## CHAPTER 2: THE CONTEXT FOR THE NATIONAL PLAN - OUR PAST AND PRESENT

This Chapter examines the local development context within which the NSDP 2020-2035 is prepared.

### 2.1 Governance and Institutional Context

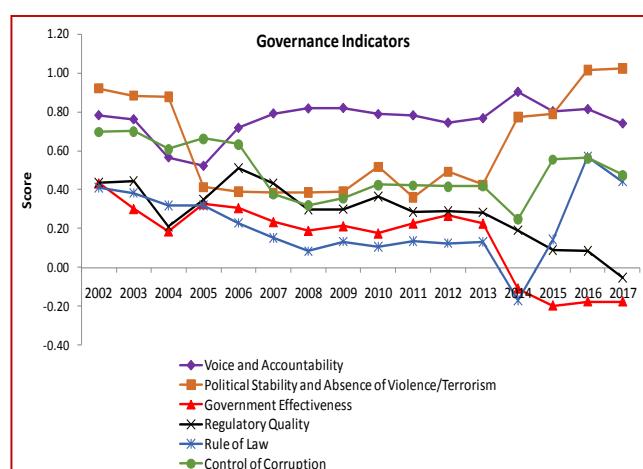
Grenada is a sovereign island nation comprising mainland Grenada and several isles, of which, Carriacou and Petite Martinique are the ones that are inhabited. The nation of Grenada received political independence from Britain on February 7, 1974 and is governed under a system of parliamentary democracy with Queen Elizabeth II as titular Head of State, represented by the Governor-General. The Prime Minister is the Head of Government. The legislature is bicameral. The House of Representatives has 15 members who are elected for a 5-year term by popular vote to represent each of the country's 15 constituencies. The Senate has 13 members appointed for a 5-year term by the Governor-General in consultation with the Prime Minister and the Leader of the Opposition<sup>1</sup>. The Governor-General appoints the Cabinet on the advice of the Prime Minister.

Grenada has one of the highest levels of female representation in government in the Commonwealth Caribbean. In February 2013, women held five of 15 seats in the House of Representatives and two out of 13 appointed seats in the Senate. Elections in March 2018 saw an increase of women in the Senate and House of Representatives to four of the 13 seats in the Senate and seven of the 15 seats in the House of Representatives. As at February 2019, there were seven female Ministers of Government in the Cabinet and nine male Ministers, including the Prime Minister, who is male. The Secretary to the Cabinet is female.

Grenada has an independent judiciary. The Eastern Caribbean Supreme Court, established (as the West Indies Associated States Supreme Court) in 1967 with headquarters in St Lucia, is responsible for the administration of justice in its member states, including Grenada. The Court comprises a High Court of Justice and a Court of Appeal. The High Court has 16 judges, two of whom are permanently resident in the country. The Court of Appeal generally sits three times a year in Grenada.

Scores on six key governance indicators are shown in Figure 2.1 based on data from the World Bank. Grenada scored well on most indicators of governance in the period 2002-2017. In particular, Grenada scored high in the area of Political Stability and the Absence of Violence. In recent years there have also been improvements in the scores for Control of Corruption and for the Rule of Law. However in recent years, there have been deteriorations in the scores for Regulatory Quality and Government Effectiveness. Regulatory Quality and Government Effectiveness capture perceptions of the quality and independence of the Public Service, the quality of policy formulation and implementation, and the

**FIGURE 2.1: GOVERNANCE PERFORMANCE**



Source: World Bank

<sup>1</sup> At the time of writing this document in 2019, there was no Leader of the Opposition because of the 15-0 victory the New National Party secured in the General Election held on March 13<sup>th</sup>, 2018.

credibility of the Government's commitment to these policies. These indicators point to the need for a careful review of policies and processes regarding Government regulations and the operations of Government. These issues are addressed in Chapter 4 of this document.

Over the past two decades, Grenada has benefited from political and social stability due to its robust parliamentary system of government, regular elections, and smooth transitions of power. Governance and accountability are supported by civil society, the church, labour organisations, and institutions such as the Integrity Commission and the Public Accounts Committee. The Government and its social partners have been working to establish a permanent and continuous process of consultation and dialogue. The CSP, established in 2013, which includes the Government, private sector, civil society, labour unions, NGOs, and faith-based organisations (FBOs), is committed to open dialogue and consensus building on issues of national development, aimed ultimately at improving the wellbeing of Grenadians.

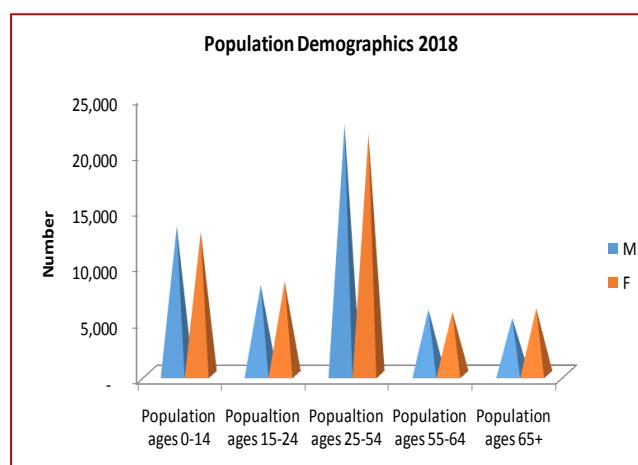
The gender dimensions of the governance and decision-making processes are noteworthy. As at February 2019, there were 15 female Permanent Secretaries and eight male Permanent Secretaries. The Heads of Six of the non-Ministerial Departments were males and five were female. As a result, the Senior Managers Board of the Public Service is made up of 20 females and 14 males, with males exceeding a critical mass of 41.0 percent. Statutory Bodies and State-owned Enterprises also play a major role in decision making with regard to social and economic development. Based on the list of Board Members of Statutory Bodies and State-owned Enterprises from the Cabinet Office, of the number of chairpersons of the 38 named entities, 28.0 percent were women. In addition, only 68 (or 23.0 percent) of the total of 286 Board members identified by name were women. An assessment of the management authorities of trades unions, the private sector, and NGOs is needed to determine the extent to which there is gender parity (50.0 percent), or at least critical mass (33.0 percent) of women in leadership and representation. Gender equality cannot be a function of Government only; therefore, all social partners should account for gender equality.

## 2.2 Social Context

### 2.2.1 Population

Based on the most recent data from the United Nations, the total population of Grenada was estimated at 108,339 persons in 2018; split evenly between males and females. The total population grew at an annual average rate of 0.33 percent over the 20-year period 1998 to 2018; with average annual growth in the male and female populations of 0.40 percent and 0.30 percent respectively. Grenada has a relatively young population; 90.0 percent of which are below the age of 65. The largest population group (40.4 percent) is between the ages of 25 and 54 years, with males accounting for just over 22,000 and females just over 21,000. The smallest group (10.1 percent) is over the age of 65, with females representing just under 5,900 and males just over 5,000 (Figure 2.2).

**FIGURE 2.2: GRENADA'S POPULATION DEMOGRAPHICS 2018**



Source: United Nations

## **2.2.2 Human Development**

Grenada's Human Development Index (HDI) value for 2017 (the latest period for which data are available) was 0.772 — which puts the country in the high human development category — positioning it at 75 out of 189 countries and territories. The HDI, a statistic produced by the United Nation Development Programme, is a summary measure for assessing long-term progress in three basic dimensions of human development: (i) a long and healthy life; (b) education; and (c) a decent standard of living. A long and healthy life is measured by life expectancy. Education is measured by expected years of schooling for children of school-entry age, which is the total number of years of schooling a child of school-entry age can expect to receive if prevailing patterns of age-specific enrollment rates stay the same throughout the child's life. Standard of living is measured by gross national income (GNI) per capita. Between 2005 and 2017, Grenada's HDI value increased from 0.727 to 0.772. Grenada has made steady progress in each of the HDI indicators. Between 1990 and 2017, life expectancy at birth increased by 5.2 years, mean years of schooling rose by 0.9 years, expected years of schooling grew by 4.3 years, and (GNI) per capita expanded by 88.9 percent.

## **2.2.3 Education**

Table 2.1 provides trends in some of the key education and schooling variables over the past 20 years. Grenada has achieved universal primary education and made significant strides in all other levels of education and schooling. Gross primary school enrollment slipped from 116.0 percent (1998) to 102.7 percent (2017), but remained consistently above 100.0 percent. There has been sturdy, but fluctuating improvement in pre-primary enrollment from 71.1 percent (1998) to 92.2 percent (2017), however, secondary school enrollment while consistently over 100.0 percent has been continually declining. At the tertiary level, enrollment is high at 94.4 percent in 2017. At pre-primary, primary and secondary levels, there have been significant improvements in teacher-pupil ratios. Government's expenditure on education as a percentage of total Government expenditure increased from 10.8 percent in 2003 to 14.3 percent in 2017.

Grenada has eradicated gender disparity in education and training in a general way, but there are remaining gender gaps that must be addressed. Primary school is compulsory; there is almost universal access to secondary school; and females and males are performing at similar levels. The gaps are that men and boys are participating in tertiary education and skills training institutions at lower rates than women and girls; segregation in subject choices, mainly due to gender stereotyping is affecting women's school-to-work transition and the income they attract; and the formal and informal curriculum of educational institutions do not actively promote gender equality. Chapter 3 discusses these and other education-specific gender issues and the extent to which the education system works to achieve gender equality.

**TABLE 2.1: EDUCATION AND SCHOOLING INDICATORS**

	1998	2003	2008	2013	2017
School enrollment, preprimary (percent gross)	71.1	82.6	104.8	94.2	92.2
School enrollment, primary (percent gross)	116.8	106.2	99.6	102.7	102.7
School enrollment, secondary (percent gross)	n/a	111.2	110.1	101.3	99.3
Pupil-teacher ratio, preprimary	n/a	14.8	14.9	13.5	12.3
Pupil-teacher ratio, primary	25.9	18.7	22.6	14.8	16.2
Pupil-teacher ratio, secondary	n/a	20.1	18.8	14.0	11.8
Government expenditure on education, (percent of total Government expenditure)	n/a	10.8	n/a	n/a	14.3

Sources: Government of Grenada, United Nations Education Scientific and Cultural Organisation, 2018.

n/a means unavailable.

#### 2.2.4 Health

Table 2.2 tracks trends in key health indicators in Grenada since 1990. The steady increase in life expectancy is one of the most notable successes in the health sector. The first major increase in life expectancy at birth occurred between 1980 and 1984 from 65.5 years to 67.4 years. Several reforms of the health systems that were implemented during the period of People's Revolutionary Government in 1979-1983 were maintained, and by 2018, life expectancy increased to 73.9 years with females having a 5-year lead in life expectancy at birth. In addition to increasing life expectancy, maternal health improved and Grenada has achieved 100.0 percent coverage on births attended by skilled health staff. Also, the adolescence fertility rate has been significantly reduced from 107.5 percent in 1990 to 28.8 percent in 2018.

**TABLE 2.2:  
LIFE EXPECTANCY, BIRTH, AND FERTILITY IN GRENADA 1990-2018**

	1990	1995	2000	2005	2010	2013	2014	2015	2016	2017	2018
Life expectancy at birth (years) total	68.6	69.4	70.3	71.4	72.6	73.2	73.4	73.5	73.7	73.8	73.9
Life expectancy at birth (years) female	70.8	71.7	72.6	73.8	75.0	75.7	75.8	76.0	76.1	76.3	76.4
Life expectancy at birth (years) male	66.3	67.1	68.0	69.1	70.2	70.8	71.0	71.1	71.2	71.4	71.5
Adolescent fertility rate (births/1,000 women, aged 15-19)	107.5	105.0	57.7	49.8	41.9	36.3	34.4	32.5	31.3	30.0	28.8
Crude birth rate (1,000 population)	28.4	22.4	19.4	18.9	19.4	19.3	19.2	19.0	18.7	18.4	18.0
Deliveries attended by skilled birth attendants (%)	n/a	100.0	100.0	100.0	100.0	99.0	99.0	99.0	99.3	100.0	n/a
Women accessing prenatal care since the first trimester (%)	n/a	n/a	12.0	11.4	n/a	28.6	25.3	30.0	29.0	38.2	n/a

Source: Pan American Health Organisation (PAHO). n/a means unavailable.

Apart from initiating local reforms, improvements in health outcomes were also fuelled by meeting the objectives of regional health cooperation agreements including: (a) the Caribbean Charter for Health Promotion signed in 1996 focussed on, *inter alia*, improving health systems, human resource

development, and family health; (b) the Caribbean Cooperation in Health Initiative focused on, *inter alia*, promoting socio-economic development, reducing health inequalities, and tackling health challenges; and (c) the Port-of-Spain Declaration focused on gender mainstreaming in the prevention and control of non-communicable diseases. The establishment of the Caribbean Epidemiology Centre, renamed the Caribbean Public Health Agency in 2010, was also instrumental in providing technical and financial support for regional health institutions.

While there was progress in improving health outcomes in a few areas, addressing the increasing and high morbidity and mortality rates associated with several diseases has been challenging. Table 2.3 shows that the majority of deaths were as a result of non-communicable diseases. The trend of data from 1990 shows definite increases or persistent high mortality rates of circulatory diseases, as well as malignant neoplasms; in particular, breast and lung cancers. One bright spot has been low maternal mortality.

For communicable diseases, there was a significant increase in the number of cases of dengue, as well as an increase in the incidence rate of tuberculosis. Chronic respiratory diseases mortality rate and the number of new human immunodeficiency virus (HIV) diagnosis are two outcomes for which there were consistent improvements. The data from 1990 also show increasing or persistent rates of obesity in children and adolescents, diabetes, raised blood pressure, anaemia in adolescents and adult women, and undernourishment. Moreover, the rate of immunisation in children under 24 months against Diphtheria, Pertussis, Tetanus (DPT); Measles, Mumps and Rubella (MMR); as well as polio fluctuated between reaching the desired 100.0 percent and dropping to as low as 83.0 percent of administration of some vaccines. Addressing the risk factors for non-communicable diseases and improving health outcomes generally are crucial priorities of this National Plan; which the next chapter deals with.

**TABLE 2.3:  
MORBIDITY AND MORTALITY ASSOCIATED WITH COMMUNICABLE AND NON COMMUNICABLE  
DISEASES IN GRENADA 1990-2018**

	1990	1995	2000	2005	2010	2013	2014	2015	2016	2017	2018
Deaths from communicable diseases (%) total	n/a	n/a	n/a	12.8	11.5	15.1	15.9	13.2	10.7	n/a	n/a
Deaths from non-communicable diseases (%) total	n/a	n/a	n/a	80.0	83.4	79.2	80.4	80.0	83.5	n/a	n/a
New HIV diagnosis, rate (100,000 population) total	n/a	38.4	28.9	25.0	n/a						
Reported cases of dengue, total	3	74	27	0	152	155	39	25	151	239	n/a
Tuberculosis incidence rate (100,000 Population)	0.0	4.0	0.0	n/a	3.8	n/a	0.0	4.7	5.6	n/a	n/a
Infant deaths reported	n/a	n/a	n/a	n/a	21	31	23	25	23	14	n/a
Maternal deaths reported	n/a	n/a	0	n/a	0	1	1	0	3	1	n/a
Under-five mortality rate reported (1,000 live births)	n/a	n/a	n/a	n/a	17.3	20.1	14.3	15.5	17.9	10.7	n/a
Alzheimer's disease mortality rate (100,000 population) total	n/a	n/a	n/a	1.8	3.0	6.8	13.5	1.9	7.5	n/a	n/a
Breast cancer mortality rate (100,000 population) female	n/a	n/a	n/a	5.9	21.1	26.7	30.2	34.3	43.2	n/a	n/a
Cervical cancer mortality rate (100,000 population) female	n/a	n/a	n/a	11.1	11.6	15.2	3.8	15.1	7.6	n/a	n/a

Colorectal cancer mortality rate (100,000 population) total	n/a	n/a	n/a	3.1	13.7	9.5	18.0	15.0	12.1	n/a	n/a
Lung cancer mortality rate (100,000 population) total	n/a	n/a	n/a	5.6	8.7	8.5	18.9	7.5	22.5	n/a	n/a
Malignant neoplasms mortality rate (100,000 population) total	n/a	n/a	n/a	133.2	152.6	139.0	156.5	155.9	182.7	n/a	n/a
Prostate cancer mortality rate (100,000 population) total	n/a	n/a	n/a	37.8	75.8	68.7	49.7	60.4	69.2	n/a	n/a
Cerebrovascular diseases mortality rate (100,000 population) total	n/a	n/a	n/a	104.7	82.1	88.0	94.0	72.1	65.5	n/a	n/a
Circulatory diseases mortality rate (100,000 population) total	n/a	n/a	n/a	313.3	284.6	274.7	339.0	260.1	294.2	n/a	n/a
Ischaemic heart diseases mortality rate (100,000 population) total	n/a	n/a	n/a	65.4	81.2	81.9	94.3	63.6	123.6	n/a	n/a
Diabetes mellitus mortality rate (100,000 population) total	n/a	n/a	n/a	74.1	97.6	75.2	98.5	86.1	82.7	n/a	n/a
Chronic respiratory diseases mortality rate (100,000 population) total	n/a	n/a	n/a	18.7	25.3	14.2	14.2	14.2	12.2	n/a	n/a
Lower respiratory infection mortality rate (100,000 population) total	n/a	n/a	n/a	50.6	45.5	50.2	62.6	56.6	44.2	n/a	n/a
Prevalence of anaemia in women aged 15-49 years (%) non-pregnant	37.5	32.2	28.7	26.3	23.3	22.4	22.4	22.8	23.3	n/a	n/a
Prevalence of anaemia in women aged 15-49 years (%) pregnant	38.7	34.9	31.6	29.2	27.3	27.0	27.0	27.2	27.5	n/a	n/a
Immunisation coverage of 1 year old (%) MMR1	n/a	88.0	92.0	100.0	97.0	98.0	94.0	99.0	94.9	85.0	n/a
Immunisation coverage of under-1 year old (%) DTP3-cv	n/a	95.0	97.0	100.0	97.0	100.0	97.0	92.0	96.1	83.0	n/a
Immunisation coverage of under-1 year old (%) Polio 3	n/a	77.0	97.0	100.0	94.0	100.0	81.0	99.0	98.4	91.0	n/a
Prevalence of obesity in children and adolescents (%) total	1.5	2.3	3.4	4.7	6.5	7.7	8.2	8.7	9.2	n/a	n/a
Prevalence of raised blood glucose/diabetes (%), total	5.6	6.5	7.5	8.7	10.0	10.8	11.1	n/a	n/a	n/a	n/a
Prevalence of raised blood pressure (%) total	25.6	25.2	24.9	24.6	24.3	24.3	24.3	24.3	n/a	n/a	n/a
Prevalence of undernourishment (%)	n/a	n/a	31.1	27.8	25.5	25.3	25.4	25.5	n/a	n/a	n/a

Source: PAHO. n/a means unavailable.

## 2.2.5 Labour Force, Labour Productivity, Unemployment, and Wages

The labour force comprises both employed and unemployed persons (Figure 2.3). Based on Labour Force Surveys (LFSs) conducted by the Central Statistics Office (CSO) in various years between 1998 and 2017, Grenada's labour force grew at an average rate of 3.0 percent. In 1998 the total labour force was 41,015, by 2005 it had increased to 46,969, it crossed 50,000 in 2013, and by 2017 it was 56,000. Men and women accounted for 53.8 percent and 42.8 percent respectively of the labour force on average, during 1998 to 2017.

Employed persons in the labour force (persons actively employed at the time of the LFS) rose from 34,787 in 1998 to 38,172 in 2005. They

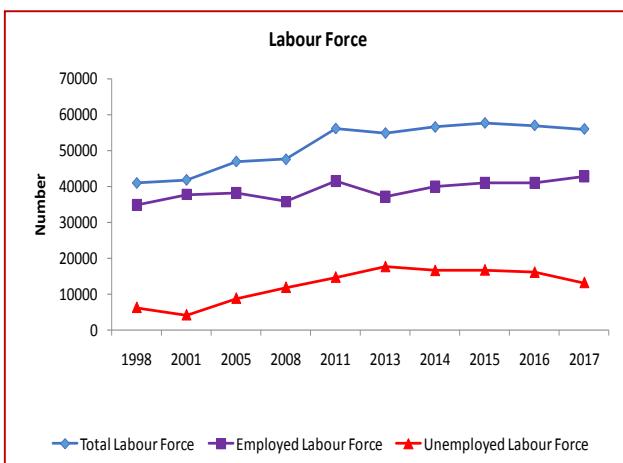
amounted to 37,197 in 2013 and in 2017 42,808 persons comprised the employed labour force. More recently, results of the LFSs of 2014 to 2017 show that there was a net increase in the number of jobs held by both men and women, but the increase was higher for men. The category with the highest increase was the private sector, with an increase of 3,426 for males and 1,397 for females. Among the self-employed, there was a higher increase among women who were self-employed without employees (584), than among males (140). However, the number of self-employed persons with employees saw an increase of 707 among males and a decline of 110 among females. In 2017, the proportion of total employed persons in Central Government was 19.2 percent, a decrease from 24.6 percent in 2014; employed females accounted for 23.0 percent, while employed males was 12.0 percent, compared to 33.6 percent and 17.1 percent respectively in 2014. Therefore, policies and legislation aimed at reducing the Public Sector wage bill affect a greater proportion of female employees in Central Government than males.

While the labour force expanded, the downtrend in labour productivity since 2005 (measured by the ratio of Gross Domestic Product [GDP] to total employed labour force) exposes Grenada's acute productivity challenge - national output is not being efficiently produced despite expanding numbers of employed (Figure 2.4).

The unemployed segment of the labour force (persons not working at the time of the LFS, but actively seeking work) increased from 6,228 in 1998 to 8,797 in 2005, by 2013 unemployed persons in the labour force expanded to 17,666, but the numbers declined to 13,192 in 2017. The LFS results also show that women remain unemployed for longer periods than men. This is so despite women's participation in education and training activities for more years than men and women having more certificates than men.

With regards to the total unemployment rate, it has been in high double digits but on a steady downtrend in recent years, especially since 2014. The unemployment rate was 21.7 percent in 2017<sup>2</sup>, a decline of 5.7 percentage points relative to the rate in 2014. The youth unemployment rate has been almost twice times that of the total unemployment rate but it too has been on a persistent downtrend since 2014. The youth

**FIGURE 2.3: LABOUR FORCE**



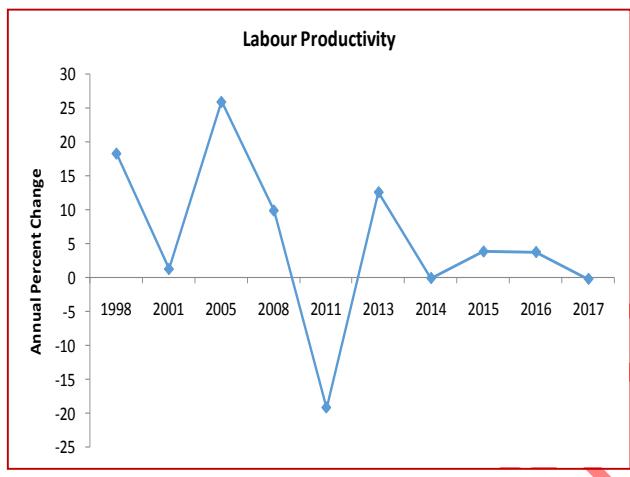
Source: CSO

<sup>2</sup> The latest data from the CSO at the time of writing this document in April 2019.

unemployment rate was 39.9 percent in 2017, a decline of 5.2 percentage points relative to the rate in 2014.

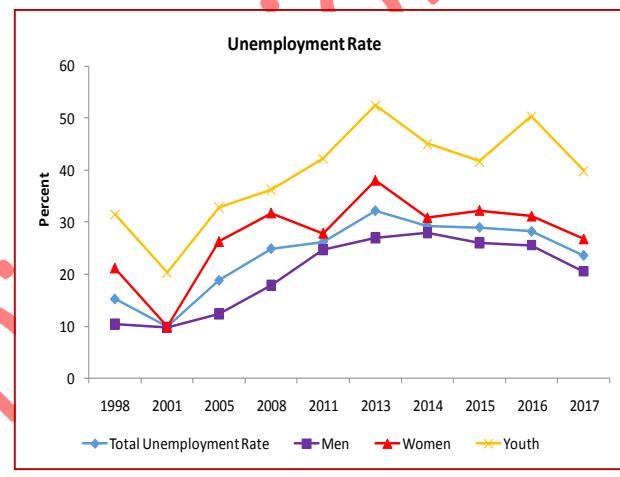
During the period 1998 to 2017, the unemployment rate for women has been 7.0 percentage points higher than the rate for men (Figure 2.5). Higher unemployment trends among women were particularly significant among the youth (15-24 year olds). While the rate of unemployment dropped steadily for both young men and young women, it continued to be higher for young women with a gender gap of 13.8 percent in 2017. Grenada's high unemployment reflects low educational attainment among school leavers. Based on the 2017 LFS, the majority of the unemployed; 62.1 percent held secondary education or less, of which 31.5 percent had at most primary education. Only 7.4 percent held a university education.

**FIGURE 2.4: LABOUR PRODUCTIVITY**



Source: CSO

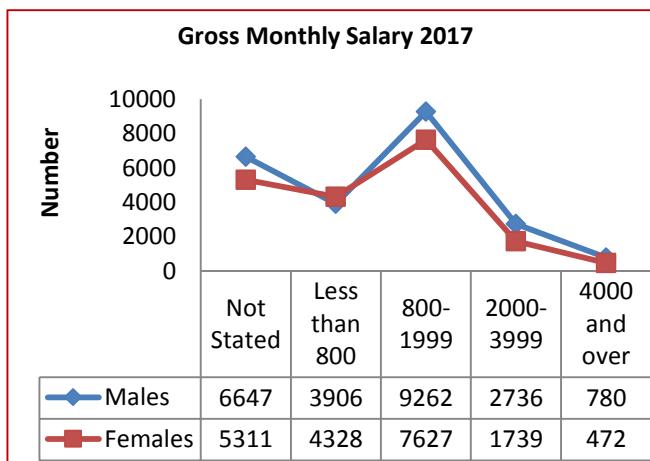
**FIGURE 2.5: UNEMPLOYMENT RATE**



Source: CSO

In 2017, the gross monthly salary by sex of the employed indicated that women earned lower incomes than men overall. Figure 2.6 shows that there were more men than women in all categories except those persons earning less than EC\$800.00 per month. This follows the historical and global trends referred to as the pay gap. In Grenada, the pay gap is largely due to the division of labour based on sex, noting that jobs predominantly done by women, such as clerical, care and domestic work are paid lower wages than the jobs predominantly done by men, such as construction and machine operators.

**FIGURE 2.6: GROSS MONTHLY SALARY 2017**



Source: CSO

## **2.2.6 Poverty and Vulnerability**

Notwithstanding social improvements over the years, Grenada continues to be challenged to reduce poverty. According to the most-recent Country Poverty Assessment completed in 2008, 37.0 percent of the population were living below the poverty line, up from 32.1 percent in 1998, with an estimated 2.4 percent being considered indigent. A high incidence of youth poverty was also reported in the Assessment. Some of the drivers of poverty cited in the 2008 Assessment were low incomes and job opportunities, limited safety nets, and inadequate social and economic infrastructure in rural communities.

Furthermore, as outlined in the GPRS (2014-2018), many of the impoverished (two-thirds) are young (24 years of age or less) and a significant number of those living below the poverty line (also two-thirds) are essentially what might be termed working poor. The GPRS (2014-2018) also noted that children bear the brunt of poverty. One out of every two children was reported as being poor and 53.0 percent of the poor were children. Almost half the households in Grenada (47.0 percent) were at the time female-headed. Of these, more than 20.0 percent in the rural areas were reported as being poor as compared to 13.0 percent of male-headed households. For urban households, 44.0 percent of female heads lived in the bottom 3 quintiles as opposed to 18.6 percent for the males.

Moreover, rural to urban migration creates housing demand resulting in the development of unplanned and informal settlements ('Squatting' as is referred to colloquially) in which female-headed households tend to be disproportionately affected.

However, since the 2008 Poverty Assessment, Grenada's economy has grown significantly, with persistent positive growth each year since 2013, average 5.0 percent in 2013-2018. Without current statistics on poverty, it is reasonable to assume that the economic expansion and downturn in unemployment since the Assessment was conducted should contribute to a reduction in the rate of poverty in Grenada. At the time of writing this document in April 2019, a Multi-dimensional Poverty Assessment was being undertaken with an expected completion timeframe of mid-2020.

The Support for Education, Empowerment, and Development (SEED) Programme is the flag-ship social safety net programme of the Government, which makes monthly payments to the poorest and most vulnerable households. Beneficiaries include households with older persons, persons with chronic illness, school children living in poverty, and persons with disability. The conditions associated with this programme are rates of school attendance for households with school-aged children and periodic health care checks for all members of the household. The SEED programme was introduced in 2011 by combining three social safety net programmes into a more efficient, transparent and better-targeted conditional cash transfer programme.

Based on data from the Ministry of Social Development, Housing, and Community Empowerment (MOSD), by April 2019, the SEED Programme had 6,109 beneficiary households, 69.0 percent of which were headed by females. This closely reflects the proportion of applicant households since 67.0 percent of the total number of households (6,815 of 10,135) applying to enter the programme were headed by females. Therefore, the records show that the SEED Programme brings direct benefits to more female-headed households than male-headed households. The SEED data also show that over two-thirds of the most vulnerable households in Grenada are headed by women. This is corroborated by the LFS Report (2017), which showed that the unemployment rate among male heads of household was 15.7 percent, but for female heads of household, it was 25.3 percent. Traditionally also, male-headed

households have more than one contributing adult, while female-headed households are often characterised by having only one contributing adult.

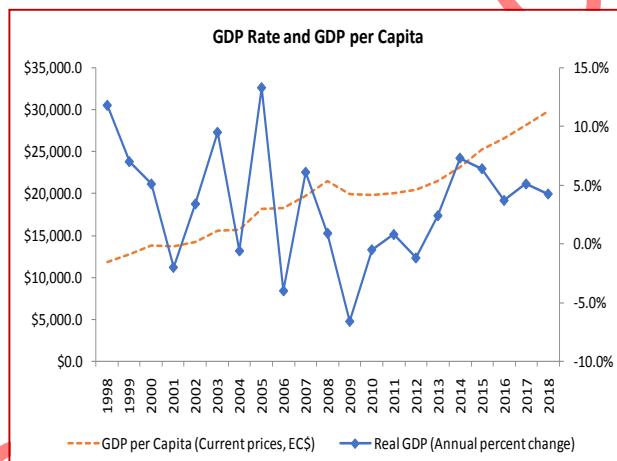
## 2.3 Economic Context

### 2.3.1 Economic Performance

Grenada is categorised as an upper middle-income country. Its economic structure has been transformed from predominantly agriculture (mainly the production of sugar cane, cocoa, nutmeg, and banana) to services, specifically tourism, construction, financial, and educational services.

In the two decades ending in 1999 Grenada benefited from sustained economic growth supported by preferential quotas for banana exports to the European Union, which allowed Grenadian growers to secure higher-than-world market prices for their product. Growth also stemmed from the take-off of the tourism industry and the opening of the St. George's University School of Medicine in 1977.

**FIGURE 2.7: GROWTH PERFORMANCE**



Source: CSO

Figure 2.7 shows trends in real GDP growth (solid blue line) and average income per person in EC dollars (orange dotted line) in the two decades ending 2018. Over the period 1990-1999 Grenada recorded the second fastest rate of growth in the Eastern Caribbean Currency Union (ECCU) area, averaging 3.5 percent. Grenada was able to move quickly into the group of upper-middle-income countries, with an average per capita income in 1999 of EC\$12,825<sup>3</sup>. However, much of the period since the end of the 1990s was marked by acute economic volatility caused by cycles of growth and stagnation, natural disasters, structural change, and fiscal imbalances.

Grenada's economy began to face difficult conditions in the 2000s, with GDP growth averaging 2.2 percent in 2000-2010. On the external front, Grenada and other Caribbean countries were affected by the downturn in tourism following the attacks in the United States on September 11, 2001. Grenada's difficulties also reflected structural weaknesses evident, for example, in the loss of competitiveness in tourism. The country's market share in total Caribbean stayover visitors fell from about 1.0 percent in 1998 to about 0.5 percent in 2003-2004. Other structural constraints were high costs, particularly of electricity, and low productivity—in part, a consequence of a shortage of skills.

Grenada enjoyed an economic upturn in 2011-2018, with real GDP growth averaging 3.7 percent and per capita income rising persistently. The expansion was anchored in activities in the construction, tourism, manufacturing, and private education sectors. The average income per person reached an estimated EC\$29,700 in 2018.

<sup>3</sup> Grenada is part of the eight-member ECCU that uses the EC dollar, which has been pegged to the US dollar at EC\$2.7: US\$1 since 1976.

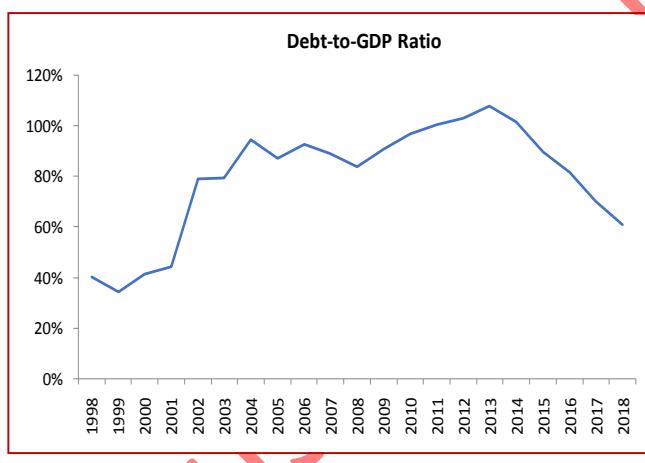
### 2.3.2 Fiscal Performance

Figure 2.8 shows trends in the ratio of public debt to GDP over the period 1998-2018. At the end of the 1990s public debt-to-GDP ratio was less than 50.0 percent, compared with an average in the ECCU of 68.0 percent. However, the economy struggled to recover from the natural disasters and structural weaknesses in the mid-2000s. Weak economic activity, occasioned by global economic shocks resulted in acute fiscal imbalances. Moreover, the public sector wages grew by 33.0 percent between 2006 and 2008 and the Government tried to spark a recovery through fiscal stimulus. As a result, the public debt ballooned from 40.0 percent of GDP in 1998 to 108.0 percent in 2013. Also, as traditional sources of financing dried up, arrears developed in debt service and other payments. These arrears totalled US\$133.0 million or 16.0 percent of GDP by the end of 2013 (International Monetary Fund [IMF], 2014a).

Grenada was obliged to return to the IMF for financial support in 2013, the fourth<sup>4</sup> time since gaining independence in 1974. The terms of the IMF agreement called for the establishment of a Fiscal Responsibility Act (FRA) and a Fiscal Responsibility Oversight Committee, which were done in 2015 and 2017 respectively. The IMF agreement was accompanied by a comprehensive restructuring of debt owed to the Paris Club, international bondholders, and domestic creditors. The debt operation incorporated a hurricane clause (for Paris Club creditors) and a lengthening of maturities. It resulted in a 50.0 percent reduction in the nominal face value of the debt to affected creditors.

Following the agreement, public finances improved. Revenues increased steadily due to efforts by the main revenue-collecting agencies and a broadening of the tax base and expenditure has been controlled in keeping with the tenets of the FRA. As a result, public debt declined from 108.0 percent of GDP in 2013 to 62.1 percent of GDP in 2018. Government savings have also been rising, which helps increase the resources available for public investment in infrastructure, health, and education and other important areas of sustainable development.

**FIGURE 2.8: FISCAL PERFORMANCE**



Source: Ministry of Finance

<sup>4</sup> Previous IMF engagements occurred in 1979-80; 1981-82; 2006-2010; and 2010-2013 (This Programme went off track soon after its first review in November 2010, IMF, 2014).

## 2.4 Environmental Context

Grenada's geographical location is latitude 12.1 degrees north and longitude 61.5 degrees west. It is the southernmost country in the Eastern Caribbean. It has a total land area of 344 square kilo meters and a sea area about 75 times its land area. Grenada is mountainous, has a narrow coastal belt, encircled by white and black-sand beaches, and is prone to hurricanes and storms.

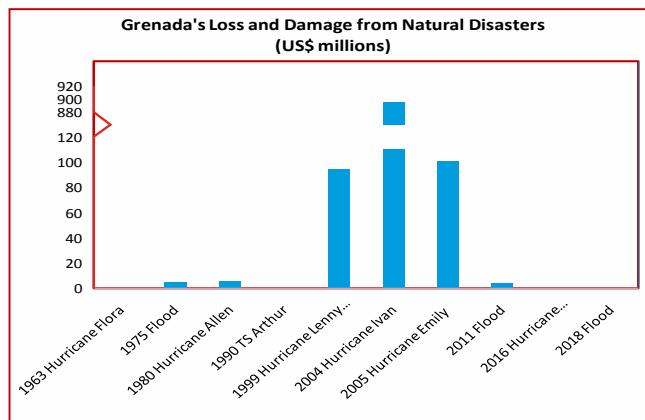
Grenada is being severely negatively affected by climate variability and extreme weather events. Virtually every sector is adversely impacted by natural events. As, Figure 2.9 shows, damage and loss from natural disasters have been significant; the most significant damage to date has been wrecked by Hurricane Ivan in 2004 (estimated at US\$ 900.0 million or EC\$ 2.4 billion,) followed by Hurricane Emily in 2005 (estimated at US\$ 100.0 billion or EC\$ 270.0 million). Hurricane Ivan, in particular, caused damage to 90.0 percent of all property, affected 85.0 percent of the nutmeg crop, and rendered 70.0 percent of hotel infrastructure unusable (Patil, John, Roberts, and Singh, 2016).

Climate change projections for Grenada suggest increases in average annual temperature, reductions in average annual rainfall in all seasons, potentially greater intensity of hurricanes, tropical storms, droughts, severe floods, and increases in sea surface temperatures. Climate change poses an existential threat to Grenada. The National Climate Change Policy *National Climate Change Policy for Grenada, Carriacou and Petite Martinique (NCCP) 2017-2021*, in recognising the daunting reality of climate change, provides a comprehensive strategic roadmap for addressing climate change and its impacts. Its overarching vision is: '*An empowered Grenadian population capable of managing the risks from climate change with emphasis on pursuing a low-carbon development pathway and building resilience at the individual, community, and national levels.*'

Grenada has a variety of ecosystems including, coastal and marine, forest, and freshwater, which are all being challenged, owing to both natural and human activities. Sand mining, though illegal, is exacerbating damages to coastal resources that Hurricane Ivan caused. Coral reefs and sea grass beds are stressed, coastal ecosystems are prime targets for unsustainable economic activities, and beaches are at risk of significant erosion from rising sea levels. The Integrated Coastal Zone Management Policy for Grenada, Carriacou and Petite Martinique 2015 has been formulated to provide an integrated framework for coastal zone management.

Deforestation and indiscriminate clearing of lands, especially on privately-owned land, are resulting in soil erosion in large areas of prime forest, which are destroying natural habitats, causing loss of species, and consequently, having negative impacts on biodiversity. Moreover, patterns of land use are also changing, posing serious challenges for natural resources such as mangrove wetlands and the ecological system overall. The National Land Policy 2018 has been developed with the overarching objective of providing for sustainable land management and ecosystem resilience.

**FIGURE 2.9: ESTIMATED DAMAGE AND LOSS FROM NATURAL DISASTERS**



Source: IMF

*First Draft - Not Discussed*

Additionally, marine protected areas have been established. Indiscriminate dumping of largely non-biodegradable products causes pollution of the marine environment and watersheds, poses a challenge for solid waste management, and creates breeding ground for mosquito vectors, and consequently mosquito-borne viruses. A Ban on the use of Styrofoam came into force in August 2018, and effective February 2019, the use of single-use plastic bags, disposable plates, forks and spoons was banned.

## 2.5 SWOT Summary

Extracting from the examination of the local context, Figure 2.10 summarises Grenada's key strengths, weaknesses, opportunities, and threats.

**FIGURE 2.10: SWOT SUMMARY OF GRENADA**



The next chapter proposes strategic actions to harness the strengths, address the challenges, exploit the opportunities, and minimise or mitigate the threats.

## CHAPTER 3: THE FUTURE WE AIM FOR - NATIONAL GOALS, OUTCOMES, AND STRATEGIC ACTIONS

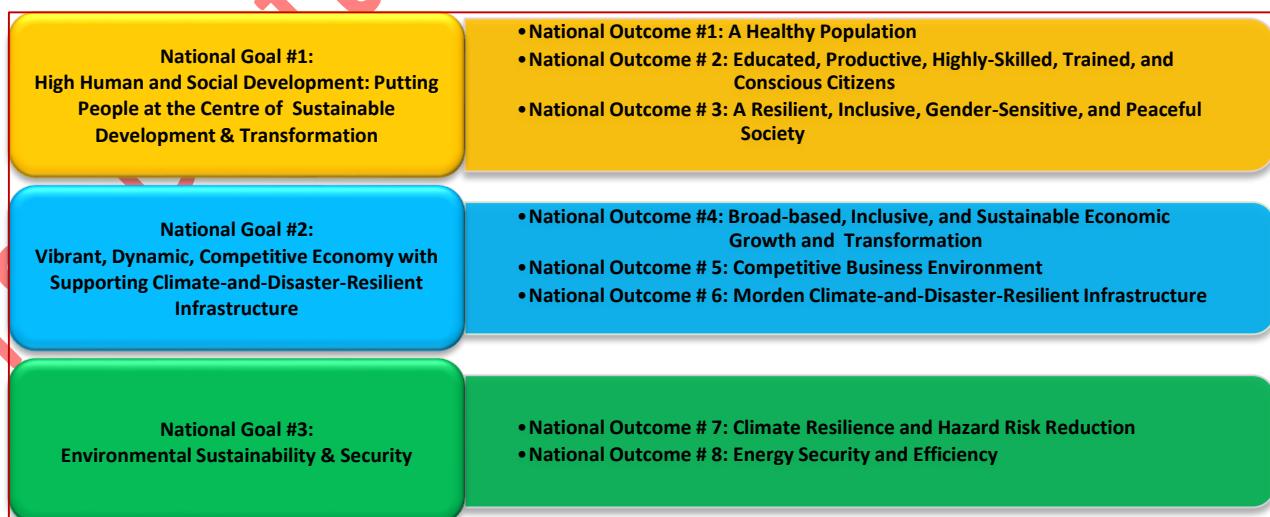
Vision 2035 encapsulates the future we aim for: *Grenada, a prosperous and resilient nation, with a conscious and caring citizenry, promoting human dignity, and realising its full potential through sustainable economic and social progress for all.* Vision 2035 puts the Grenadian people at the centre of the country's sustainable development. It defines our country's future development possibilities and in so doing, creates pathways to:

- Empower Grenadians to see themselves as being capable of achieving greatness.
- Change mind sets away from limitations and toward possibilities.
- Elevate the level of consciousness, patriotism, spirituality, and care for each other.
- Strengthen communities, reduce inequality, and promote social justice.
- Transform the economy to make it more competitive, productive, and dynamic to expand opportunities for employment and entrepreneurship.
- Preserve and protect Grenada's natural environment.
- Strengthen governance and institutions.

The realisation of Vision 2035 depends on the attainment of three mutually-reinforcing National Goals that are shown in Figure 3.1. Operationally, the three National Goals are mapped into eight National Outcomes, each of which is linked to a specific National Goal, and together, all eight Outcomes are the short-term or medium-term improvements or positive changes in institutions, communities, behaviours, living conditions, knowledge, and social, economic, environmental, and governance conditions that we aim for.

This Chapter puts forward specific strategic actions that are required to achieve our desired National Outcomes, and by extension, our National Goals and ultimately, Vision 2035. The framing of the National Goals, Outcomes, and strategic actions have benefitted from the inputs of technical experts as well as Grenadians who gave ideas and suggestions during the sectoral and public consultations/ contributors' fora that preceded the formulation of this document.

**FIGURE 3.1: NATIONAL GOALS MAPPED TO NATIONAL OUTCOMES**



### **3.1 Goal #1: High Human and Social Development: Putting People at the Centre of Sustainable Development and Transformation**

#### **3.1.1 Outcome #1: A Healthy Population**

In public consultations in 2018-2019 for preparation of this document, Grenadians identified several issues to be addressed to further improve and reform our health system. This section proposes strategic actions to achieve good health and wellbeing, as well as health equity in Grenada by 2035. It follows the World Health Organisation's (WHO's) recommended approach that addresses the determinants of health through three broad dimensions: economic, community context (social and environmental), and health care. The WHO's recommended approach asserts that human wellbeing should be at the centre of sustainable development and necessary to achieve *SDG #3 – Good Health and Wellbeing* and other SDGs. The strategic actions proposed augment the list identified in the approved Strategic Plan for Health 2016-2025.

##### *3.1.1.A Economic Dimension of Health*

Economic policies and conditions can affect health care, health equity, and health outcomes generally. Therefore, it is important that our economic policies are designed and deployed in a manner that increase inclusive growth and employment opportunities and also raise public revenue so that there can be more resources for public health programmes. Higher tax returns may be realised with more people employed and higher productivity. In healthy work environments, risks of occupational morbidity and mortality can also be greatly reduced. Reforming our tax system to increase resources for public health programmes and improve redistribution is a strategic priority during the lifespan on this National Plan. Specific actions in this regard should include the earmarking of revenue from some existing taxes and/or from new taxes to meet specific health outcomes. For example, increasing the rate of excise tax on tobacco products and alcohol and imposing a new excise tax on sweetened beverages that exceed pre-determined sugar content levels and on certain food items (including snacks) that exceed certain predetermined thresholds for saturated fats, salt, and sugar can go a long way in improving our health security and the long-term wellbeing and productivity of Grenadians.

Additionally, drawing on global lessons from models used worldwide, we will tailor good practices to our small-state context to maximise economic efficiencies in health. For example, in Japan the health system highlights incorporating social and economic factors as determinants of population health. There is also a focus on implementing and strengthening prevention programmes for all, as well as creating employment and education opportunities. In Norway, an employment qualification programme was introduced to benefit individuals with low capacity for work or limited national health insurance benefits. This reform included increasing the retirement age as well as introducing measures for physicians, employers and employees to work together to reduce sick leave days. In many countries, public-private partnerships (PPP) are also shown to be beneficial for the health care sector (Organisation for Economic Cooperation and Development, 2016). Reforming the health system in Grenada to address the broader population-focused determinants of health can put the population at an advantage to improve health outcomes.

### *3.1.1.B Social and Environmental Dimensions of Health*

SDG #3 includes a target to ‘achieve universal health coverage, including financial risk protection, access to quality essential health care services, and access to safe, effective, quality, and affordable essential medicines and vaccines for all’ (World Bank, 2018). In the context of Grenada, pursuing our agenda of ‘Health for All,’ affirmative action will be intensified through partnerships to address the upstream determinants of health and to meet the basic needs of every citizen. The ‘Health in All’ Policy framework must also be adopted to ensure that the health and wellbeing of the Grenadian people remain at the forefront of development in each sector.

The Ministry of Health, Social Security, & International Business (MOH) has overall responsibility for health care in Grenada, but civil society and CBOs can be mobilised into networks for action to support health programmes. The role of the community should be clearly outlined in the MOH’s plan and there must be a shared vision. This approach is necessary for buy-in and to decentralise health promotion and other public health activities. The most disadvantaged groups should also be given priority to benefit from interventions. There should be political will and solidarity to protect vulnerable populations through social security and inclusion. The persistent higher rate of unemployment among women and the potential negative impact on children draw attention to the need for expanded and improved social safety net programmes. There should be equitable access for children, youth, and adults to safety net programmes, providing not only for education, food, housing, and utilities, but also for employment support and preventive care and treatment.

A collaborative approach is also required to improve health literacy in Grenada; in this regard, partnerships between the MOH, educational institutions, private sector, civil society and CBOs will be important. Currently, health education is mostly provided at special events, health centers and media programmes. However, individuals who do not access these may be excluded from receiving information on a regular basis and disadvantaged in health literacy. More affirmative, but cost-effective approaches, are therefore needed to extend the reach and consistency of health education for all Grenadians.

In relation to the environmental dimensions, building resilience of our health system to climate change is a strategic imperative. Accordingly, a broad and collaborative public health approach is required, which must include at minimum: (a) mainstreaming climate change considerations in health sector policies and programmes; (b) strengthening the role of community health systems to adequately monitor and respond to climate-change-related health risks; (c) constructing new climate-and-disaster-resilient health infrastructure and upgrading existing infrastructure to make them more resilient; (d) improving adaptation and mitigation options in critical health-determining sectors and functions, such as water and sanitation and disaster risk reduction; and (e) raising awareness of the linkages between climate change and health as well as instituting proper institutional and governance arrangements to manage the links.

Health problems resulting from environmental and occupational exposures also need to be addressed. The WHO has called for countries to conduct risk assessments and take steps to control and minimise exposures to physical, chemicals, and biological hazards present in water, air, and land (WHO & United Nations Environment Programme, 2013). In the context of Grenada, the findings of a recent study by Glasgow, Anderson, and Gonzalez (2019) suggest there is a high risk for farmers in Grenada to experience health problems, such as allergic and non-allergic wheeze, rheumatoid arthritis, sleep apnea, Parkinson’s disease, and end-stage renal disease owing to exposure to agrochemicals. More Grenada-specific research is certainly needed on this important issue. Nonetheless, based on the findings of Glasgow and co-authors, adoption of preventive and precautionary approaches is prudent.

### *3.1.1.C Health Care*

In the public consultations in 2018-2019 for the development of this document, the need for fundamental reforms to improve health care in Grenada was vehemently emphasised. Therefore, this National Plan calls for affirmative and decisive actions to overhaul the health care system to ensure there is fair opportunity for each person to attain his/her full health potential and that no one is disadvantaged from achieving his/her potential.

Our health care reforms must, of necessity, include scaling up of universal health care (UHC). Despite UHC in Grenada's public facilities, the quality of the service is deemed to be of a lower standard as compared to the service in private facilities. In the absence of National Health Insurance (NHI) as part of a scaled-up UHC system, many Grenadians abstain from using public services, cover specialised care from out-of-pocket, and purchase private health insurance to cover the cost of care at preferred private facilities. Therefore, scaling up UHC in Grenada, incorporating NHI, and strengthening community-based health care are key priorities to increase the proportion of the population that access care. These strategic actions are also required to ensure pre-paid services, provide a wider range of services, and improve the quality of service delivery.

Indeed, the UHC momentum is accelerating at the global level. Similar to the four domains of actions recommended by the WHO for UHC in Africa, focus in Grenada can be on: (a) sector inputs and processes, defining the major actions and investments for infrastructure, service delivery, products, financing, governance, workforce, and health information; (b) defining indicators for measuring performance in system resilience, equity, efficiency, service demand, and quality of care; (c) population coverage with essential care including service availability and coverage, health security, financial protection, client satisfaction, and provisions for services aligned with other SDGs; and (d) healthy lives and wellbeing for all, at all ages, to increase life expectancy, reduce morbidity and mortality, and decrease risk factors (WHO, 2017).

Additional strategic actions to improve UHC in Grenada must include upgrading all or some of the community-based health centers to polyclinics that provide a wider range of services for extended hours, particularly for residents in the rural areas. Furthermore, affordable specialised care should also be available at various locations across the country, including in Carriacou and Petite Martinique to improve the quality and reach of primary health care. The upgrades can be supported through tax reform and community partnerships. Enhancing community-based health care will contribute to reducing the patient load and waiting time at hospitals, ensure a more manageable workload for staff, and improve the quality of care for all.

Establishing a teaching hospital to provide a wider range of specialised and affordable services to the Grenadian population is deemed to be a priority. The location of the General Hospital has also been a concern to health officials and the public. In the downtown location, access is usually limited due to heavy traffic, bottlenecks at the entrance and exit, and limited spaces for parking. Although a costly venture, serious consideration must be given to relocating the General Hospital in the medium-to-long term to an area that is more tranquil, therapeutic and easily accessible. In the interim, the Government should invest in sea ambulances to provide alternative means of transportation to the General Hospital. It should also designate more parking facilities at the hospitals and clinics across the island.

Reforms must also target improvements in the delivery of primary health care. In this regard, a model similar to the EBAIS (Equipos Básicos de Atención Integral de Salud/ basic teams for comprehensive health

care) system in Costa Rica can be adopted. The system employs a multi-disciplinary health team (physician, nurse, pharmacist, environmental health officer, recording nurse, and social worker) to provide regularised integrated primary care at localised facilities. Referrals are made to other levels of the health care system only as necessary. A similar system was used in Cuba for many years and resulted in drastic improvements in the health of the people.

There is also a crucial need to enhance the governance and management of the health system, as well as services and human resources for both preventive care and treatment. Importantly also, health services in Grenada should effectively incorporate the 10 essential public health services identified by the Centers for Disease Control and Prevention, which are:

1. Monitor health status to identify and solve community health problems.
2. Diagnose and investigate health problems and health hazards in the community.
3. Inform, educate, and empower people about health issues.
4. Mobilise community partnerships and action to identify and solve health problems.
5. Develop policies and plans that support individual and community health efforts.
6. Enforce laws and regulations that protect health and ensure safety.
7. Link people to needed personal health services and assure the provision of health care when otherwise unavailable.
8. Assure competent public and personal health care workforce.
9. Evaluate effectiveness, accessibility, and quality of personal and population-based health services.
10. Research for new insights and innovative solutions to health problems.

It is imperative for the Government to ensure that policies in all sectors are underpinned by the 10 principles of public health services for Grenadians over the next 15 years and beyond.

### **3.1.1.2 Wellbeing**

Reforms of our healthcare system must also be geared at improving the wellbeing of Grenadians. For sure, the lifespan of individuals must be taken into consideration in the delivery of health care. Therefore, health programmes must be developed to specially target children, adolescents, youths, and older people. Currently, there are no organised programmes to promote physical and psychosocial wellbeing of elderly people in Grenada. Addressing the risk factors for non-communicable diseases, in particular, must be a priority over the next few years. A healthy ageing programme can be implemented for elderly people to engage in exercise, healthy eating, and healthy lifestyles in general. Improving and expanding support and services for people with mental illness, as well as persons addicted to drugs and alcohol and new mothers and fathers with post-partum depression, would also be important. Corporations and individuals in communities can work together to manage and monitor the interventions under the directive of a Government ministry. The National Parenting Programme can also provide an important service in training parents and expecting parents to provide optimal care for children at different stages. Delivery of the programme in the home and community can allow for greater participation and utilisation of skills. These interventions can have positive impacts on health and life expectancy.

Importantly, wellness programmes must be gender sensitive. Traditions have influenced thinking about the need for health care of men and women in Grenada. Women and children are perceived to have more health problems and in need of health care and such care is associated with maternal and child health.

Health education and health care programmes for women who are not pregnant or lactating and for men in general are inconsistent, and comprehensive sexual and reproductive health care across the life-cycle is underdeveloped. Men are also less likely to access preventive care. Health workers need to be mindful of the perceptions of men and how they interact with the health care systems. Female health care workers in particular, may be challenged in counselling and addressing men's issues related to accessing care. Human resource management should therefore cater to the differences in health needs, perceptions, and behaviours of men and women.

### **3.1.1.3 Sports**

Sport is a crucially-important means of promoting a healthy population because of its positive contribution to physical and mental health. It is also important to promote community cohesion and development, as well as open opportunities for self-expression and earning a livelihood. Accordingly, this National Plan advocates for new initiatives that are geared toward promoting a healthy population through sports. Specific strategic actions in this regard should include: (a) developing and implementing a national sport policy and strategy that is aligned with other sector strategies including health; (b) increasing organised sporting activities in communities; (c) instituting daily physical education and sports programmes for all grades/forms across the nation's schools; (d) developing more professional leagues locally in athletics, football, netball, cricket, basketball, tiquando, tennis, and swimming; (e) establishing/upgrading multi-purpose sporting facilities in communities; (f) constructing a national gymnasium that is equipped for all types of games and physical activities; (g) adopting international standards for capacity building and training of sports administrators, coaches, and other sporting personnel; and (h) addressing gender differences in sport, through public education programmes to attract and retain both girls and boys in various sporting activities.

Table 3.1 summarises the key strategic actions that we must take if we are to achieve **Outcome # 1 – A Healthy Population**. This Outcome is aligned to SDG# 3 – Good Health and Wellbeing.

**TABLE 3.1 - OUTCOME #1: ISSUES AND STRATEGIC ACTIONS**

Issues/Challenges	Proposed National Strategic Actions	Responsible Ministries/Agencies
Safety net programmes not sufficiently inclusive to improve health and wellbeing	1. Expand safety net programmes to provide equitable access for all citizens to a range of provisions, not limited to education, food, housing, and utilities but also employment/livelihood support, and health security.	MOSD, MOH
Insufficient funds generated and distributed to support equity in health care for all citizens	2. Reform tax system to generate adequate funds to improve UHC in Grenada, including NHI. Earmark tax revenues to fund specific health outcomes.	Ministry of Finance, Planning, Economic & Physical Development (MOF), National Insurance Scheme (NIS)
Insufficient focus on preventive health	3. Incorporate preventive health in UHC. The interventions should be designed to reduce risk associated with communicable and non-communicable diseases. Exercise, nutrition, wellness, and psychosocial support must be provided as part of the health care services. 4. Promote stronger emphasis on healthy (local) foods and lifestyles for children; modernise the 4H Club and School	Primarily MOH, MOSD, Ministry of Agriculture, Forestry & Lands (MOA), Ministry of Sports

	Gardening Programme with climate-smart agricultural practices to promote healthy eating and physical activity among children.  5. Develop and implement a national sport policy and strategy that is aligned with other sector strategies including health; increase organised sporting activities in communities; construct a national gymnasium that is equipped for all types of games and physical activities; address gender differences in sport through public education programmes to attract and retain both girls and boys in various sporting activities.	
The health care system not designed to adequately meet health care needs across the stages of human development	6. Implement health programmes that target the life course to ensure adequate care is available to meet the needs at each stage of development. Programmes such as community-based parenting, adolescent, and senior health programmes can be introduced and supported through the health care system.  7. Increase services in relation to sexual and reproductive health and rights, and improve health care responses to sexual violence.	Primarily MOH, MOSD  MOH
	8. Examine the health implications and impacts of motor vehicular accidents, and injuries inflicted on self and injuries sustained from others (health care costs, life expectancy, disabilities) and use data to inform programming.	MOH, MOSD
	9. Improve responses to persons affected by mental illness, including addictions.	MOF
Inadequate UHC coverage	10. Improve universal health coverage, focusing on increasing the proportion of the population that access care, ensuring pre-paid services, providing a wider range of services, and improving the quality of service delivery. The benefits basket can include primary health care, specialised care, medical devices, and pharmaceutical services with an emphasis on health promotion and prevention at the community level.	MOH, NIS, NHI
Health care not valued and provided as a human right	11. Provide rights-based health care that promotes solidarity to ensure that those with the most needs are given priority to receive services.	MOH, all ministries
Absence of systematic monitoring of population health statistics to inform and align policies and interventions	12. Conduct monitoring of population health and evaluation of interventions on a regularised basis to inform and revise priorities in the health sector and to create public awareness of the status of health. Primary and/or secondary data should be collected and analysed and the information disseminated to a wide cross-section of stakeholders including the public.	MOH, CSO
Weak partnerships with community organisations to support localised health initiatives	13. Create/expand strategic partnerships in health. The role of CBOs should be clearly outlined and defined in corporate plans. There should be a shared vision by Government and NGOs.	MOH, all ministries

Lack of substance abuse rehabilitation programmes	14. Construct and staff a rehabilitation/detox center to provide support for sobriety and reduce the health and social burden associated with the abuse of illegal drugs and alcohol.	MOH
Difference in the life expectancy for men and women	15. Increase targeted programmes to improve men's health to close the 5-year gap in life expectancy between men and women.	MOH, all ministries
Limited research and on environmental and occupational health risk and epidemiological information	16. Conduct research on environmental and occupational risks in collaboration with academic institutions. Capture and analyse the information in the national health information system routinely to inform health policies and interventions. Strengthen laboratory capacity for analysis.	MOH, St. George's University (The Windward Islands Research and Education Foundation)
Limited access to the general hospital	17. Relocate the General Hospital in the medium-to-long term to an area that is more tranquil, therapeutic, and easily accessible. In the interim, invest in sea ambulances to provide alternative means of transport to the Hospital and expand parking areas at the Hospital.	MOH, Ministry Infrastructure, Public Utilities, Energy, Transport & Implementation (MOI), MOF,
Difficulty in accessing affordable specialised care at local institutions	18. Establish a teaching hospital to provide a wider range of specialised and affordable services to the Grenadian population. Health specialists should also be resident in Mt. Royal Hospital in Carriacou and Petite Martinique, and in Princess Alice Hospital.	MOH, St. George's University
Lack of incorporation of essential public health services	19. Incorporate the 10 essential public health services in health care.	MOH
Limited services at community-based health centers	20. Upgrade the community health centers to function as polyclinics and provide a wider range of health services in communities including ambulance service, x-ray and ultrasound services, health and wellness centers, and observation units.	
Inadequate mainstreaming of climate change considerations in health policies and interventions	21. Upgrade health facilities to make them resilient to climate change impacts. Develop and deploy public education programmes to raise awareness of the link between climate change and human health.	MOH, Ministry of Education, Human Resource Development & Religious Affairs (MOE), Ministry of Climate Resilience, the Environment, Fisheries & Information (MOCR), St. George's University

### **3.1.2 Outcome #2: Educated, Productive, Highly-Skilled, Trained, and Conscious Citizens**

This National Plan recognises the essentiality for every Grenadian child to have access to education and training to the level that enables him/her to function effectively as an empowered, productive and purposeful Grenadian, who is also able to skilfully navigate his/her path in a ruthlessly competitive global landscape. As Grenada approaches the 3<sup>rd</sup> decade of the 21<sup>st</sup> century, education cannot be business as usual. Of necessity, we must, in this new 2035 historical epoch, continually interrogate the purposes of education. Indeed, with technological advances and the speed at which the world is moving toward a knowledge-based society, we in Grenada need to periodically ask: ***what is education expected to achieve between 2020 and 2035?*** The answers to this question will help us ensure that our education system is actually producing the quality of individuals with the competencies, critical skills, values, and attitudes required to put us on a path of sustainable development.

This section proposes strategic actions to address the issues and challenges facing the education sector in Grenada across the key components of the system: legislation; policy; curricular & learning; technology; performance; finance; and skills and training. It also addresses the important issues of youth empowerment, and Grenadian values and identity.

#### ***3.1.2.1 Issues and Challenges in Education***

##### ***3.1.2.1A Legislation***

The Education Act of 2002 is part of the Laws of Grenada, but there is no stand-alone education national policy, plan, or law for sustainable development. However, some recent developmental initiatives within the MOE indicate the significance and visibility of education for sustainable development within the national education system. It is significant to note that most initiatives are a part of regional implementations in curriculum, educational standards, access, Information Communication Technology (ICT), Technical and Vocational Education and Training (TVET), certification, and quality assurance. Nevertheless, the MOE has achieved several milestones in its programme and projects implemented for the improvement and development of the education sector.

##### ***3.1.2.1B Policy***

Within the sector, there is little monitoring to ensure adherence to its strategic plans and policy statements. The June 2015 Grenada Evaluation of Implementation of the Strategic Plan for Educational Enhancement and Development (SPEED) II – identified as major problems: '*inadequate capacity; lack of consistent leadership at MOE (five Chief Education Officers and 10 Permanent Secretaries rotated in and out of the MOE during 2006-2015, and no Senior Planner for the past six years); and limited competence with respect to strategic planning contributed to the failure to operationalise SPEED II in the manner proposed.*' Since 2015, five Permanent Secretaries and two Chief Education Officers have rotated in and out of the Ministry. In addition, senior administrative positions are left vacant for extended periods of time.

The main policy-related issues/challenges are: (a) management lacks consistency; (b) limited administrative autonomy; (c) inadequate planning and policy development; (d) no systematic monitoring of the implementation of Ministry's strategic framework and policy implementation; (e) difficulty in assessing progress of internal activities due to limited baseline data, indicators, and targets;

and (f) lack of ownership by senior officers for initiatives and implementation of policies, except where activities are externally funded and implemented.

### *3.1.2.1C Curricular & Learning*

The core curriculum consists of the Science, Technology, Engineering and Mathematics (STEM) subjects at both the primary and secondary levels, but students may participate in as many as 14 subjects for the exit secondary examination. While there is a lower limit of no less than four subjects including English, students may write as few as one and there is no established upper limit. At the tertiary level, a wide range of traditional career-related programmes are offered mostly in academic rather than technical education. Segregation in subject choice based on sex occurs in certain skills subjects at the secondary and tertiary levels, as well as skills training institutions. Apart from the traditional theory-based subjects that are tested by the Caribbean Examinations Council in the Caribbean Secondary Education Certificate (CSEC), boys and girls are concentrated in different subjects. Girls tend to be concentrated in a larger number of subjects, while boys tend to be concentrated in fewer. The subjects that more boys pursued are in expanding sectors of the economy that offers more lucrative livelihoods such as Building Technology and Mechanical Engineering Technology, while more girls pursue subjects that are either in contracting, lower paying or non-economic sectors, such as Office Administration, Home Management and Religious Studies.

Little attention is placed on general education (life skills), such as Health and Family Life Education and Civics, and the visual and performing arts especially at the secondary and college levels. This approach does not produce well-rounded individuals who are prepared to live with each other in our democratic, changing society and explore the full range of opportunities that the world has to offer.

Salient issues and challenges include: (a) spatial inadequacies in laboratories for languages and sciences and work-spaces for teaching and learning of ICT and TVET skills, which restrict access to the curricula; (b) high percentage of failures in STEM subjects; (c) poor teaching strategies that ‘feed’ rather than engage students; (d) inadequate supply of professionally-trained teachers; and (e) limited diagnostic capacity to identify and adequately address special needs and advanced learners.

### *3.1.2.1D Technology*

There is a focus on enhancing teacher capacity to integrate ICT in the delivery of the curriculum and as an information source for curriculum content. All schools are equipped with increase band-width and have high-speed internet access. Over recent years, several small initiatives to enhance teacher skills have been attempted. The Grenada Teachers Union has conducted over five yearly periodic training in ICT. Teachers at all levels have been exposed to innovative ways to use technology, both as an information source for teaching activities and as a teaching technique by way of professional development. However, few schools, teachers, and students have access to computer hardware or technology in the classroom, which leaves little opportunity for teachers to practice what they learn in training sessions. A total of 100 computers have been added to secondary computer labs to facilitate the use by teachers in a number of teaching subjects. However, access is more or less limited to students in Forms 4 and 5, who are preparing for Secondary exit exams. There is an ongoing initiative to introduce a Learning management system - M-star Learning Platform and although teachers and principals have been trained to use the platform the structure was not yet available at the time of writing this document in April 2019.

### *3.1.2.1E Performance*

Available data indicate low overall performance of students. A large number (60.0 percent) of students demonstrate weaknesses in Mathematics on entering secondary schools, while 20.0 percent of students demonstrate weaknesses in English on entering secondary schools. A low number of students (16.0 percent) pass five or more subjects with Mathematics and English. A small number of students opt to take subjects in priority areas such as ICT, TVET, Foreign Languages, and Performing and Visual Arts perhaps because there is limited laboratory space for those subjects at the secondary level.

Gender differences also exist. At the Caribbean Primary Exit Assessment from 2014 – 2017, the top position for three years was taken by males and one by a female, and the second place was taken by two males and two females. In 2017, seven of the top ten were males. In the top 10 positions over the four years, 21 were males and 19 were females. At the end of the secondary school level, the top places for the CSEC for three of the five years (2014 – 2018) were males and two were females. In 2017, seven males and three females took the top 10 positions, while in 2018 six males and four females took the top 10 positions. The lag in attainment for females is also evident when one assesses the number of subjects passed. More females than males obtained zero passes in CSEC subjects attempted at the secondary level in the years for which data are available. While these gender differences exist, the bigger picture shows that too many of both male and female students exit secondary school with passes in fewer than five CSEC subjects. Repetition rates for boys are 8.8 percentage points higher than girls at the secondary level and so too are attrition rates; boys (0.5 percent and girls 0.4 percent).

### *3.1.2.1F Finance*

The Government's budget bears the cost for pre-primary, primary, and secondary public education. Government's expenditure on education was 15.2 percent of its total expenditure in 2018, this percentage compares favourably with the 10.8 percent a decade and a half earlier. Nonetheless, there are education financing challenges including: (a) inadequate funding to create effective learning environment; (b) limited financial and technical involvement of social partners, especially the private sector; (c) rising cost of TVET, which results in difficulty in meeting skills needs of employers; (d) prohibitive cost of university education, which restricts students' ability to pursue university education; (e) expensive teacher training programmes, which result in an inadequate supply of professionally-trained teachers at all levels; and (f) budgetary constraints that restrict regular maintenance of infrastructure, thereby resulting in poor conditions of some public schools and other public institutions of learning.

### *3.1.2.1G Skills and Training*

The present operation of TVET is part of a broadening strategic vision in areas related to employment-driven training and narrowing skills gaps by promoting a seamless educational infrastructure in collaboration with employers. Such a vision was and continues to be articulated in the way Grenadians seek meaningful work through support from TVET providers. The view suggests that jobs need to offer both economic rewards and life fulfillment, through self-expression and dignity.

The Grenada National Training Agency (NTA) is a certifying Body, while the competency training is done by a closely-monitored and assessed group of providers in 19 subject areas including Agriculture, Automotive, Construction, ICT, Fish Handling and Processing, Tourism & Hospitality, and Engineering & Maintenance. The NTA's Strategic Plan reported that 'the proportion of women receiving Caribbean Vocational Qualification/National Vocational Qualification certification was substantially higher than for

men in 2014 (75.0 percent), 2015 (70.0 percent) and 2016 (78.0 percent). On average, female participation in competency-based training is three times as high as that of men.' It has been noted though, that certification in many of the skills offered is not aligned to market needs.

The MOE has taken a bold new attitude toward the development of student capacity in technical skills. Toward this end, it has sought to reorganise the management of TVET education, but the following issues and challenges prevail:

1. Lack of a definite policy for TVET in schools; no precise structure or organisation has been communicated for implementation. Management, curriculum officers, principals and school-based teachers are struggling for a reporting order that is coherent and can be monitored.
2. The Caribbean Examination Council's curriculum focuses knowledge through teacher-controlled teaching and learning strategies, but limited opportunities for students to develop competencies.
3. Student assessment is mostly paper based rather than competency based.
4. Timetabling in schools allows limited time for skills practice.
5. Low level skills training is offered in schools and by existing providers.
6. There is no specific school/center/institution with optimum facilities/laboratories dedicated to TVET teaching and learning for specific skills in demand industries, such as construction, hospitality, and related industries.
7. The technical competencies needed in the industry are not available through existing TVET providers.
8. Demand for specific skill exceeds supply. Skills are misaligned to labour market needs.
9. Limited number of certificated workers.
10. Gender-sensitive career education and guidance are limited.

### ***3.1.2.2 Addressing the Issues and Challenges***

The multifaceted challenges of our education system warrant a multifaceted response to 'transform' it rather than 'reform' it to achieve greater impact and secure its relevance in the 21<sup>st</sup> century. Moreover, it must be repositioned to produce empowered, self-motivated, well-educated, highly-trained and skilled individuals who can make meaningful contributions to national development, and who are globally competitive as well.

First and foremost, the Education Act must be reviewed and updated to reflect the changing education landscape. Clear strategic policy direction is needed that is underpinned by a robust framework for policy implementation, M&E, and accountability. Importantly also, the governance of the sector must be fundamentally strengthened to address the gaps in human resource and skill sets required for effective leadership and management of the system. Furthermore, the education system (including financing modalities) should be reviewed every five years, with parents, teachers, students, and officials involved in examining the prevailing context and making recommendations for improvements.

Secondly, the curriculum must be revolutionised to be more relevant for the 21<sup>st</sup> century. In this regard, there must be a rationalisation of programming, especially at the secondary and tertiary levels. Also, greater emphasis must be placed on aligning education and training with the needs of the economy,

society, and our sustainable development priorities. While a strong STEM foundation is important, the curriculum must also cater to the holistic development of students from the first to the last contact they have with the education system. This National Plan recognises the necessity for the curricular to prepare students not only for the ‘world of work’, but also prepare them for ‘the world’. Therefore, more focus must be placed on building life skills, proper work ethics, interpersonal skills, social skills, self-esteem, and self-confidence at an early age.



The curricular must meet the individual needs of students. This requires differentiated instruction as well as differentiated continuous assessments. The modern education system that we aim for must not ‘mass produce’ the same type of students, but must meet the differentiated needs of students. The learning environment must be so designed to unleash each student’s creativity and accentuate each student’s uniqueness. This requires that teachers and educators be professionally trained, empowered, adequately recruited and remunerated, motivated, and supported within well-resourced, efficient and effectively-governed systems. Improving teacher quality is inextricably linked to improving student performance and education sector outcomes more generally. After all, the education system cannot rise above the level of its teachers. The National Plan recognises the need for a programme of teacher exchange across the island as well as across the region and the globe to facilitate shared knowledge and identify ‘good practices’ in education.

Thirdly, greater emphasis must be placed on the use of technology in the delivery of education. Indeed, the world is becoming more technological, and as such, the education system must use technology more in the delivery of the curricular. Existing systems must be upgraded and/or replaced to keep pace with technological advances in education. Pre-programmed tablets and e-books must be used as key pedagogical resources in the context of education for the 21<sup>st</sup> century. Smart class rooms, virtual communities that connect students in real time with students and teachers anywhere around the world, and technology-focused activities that build critical-thinking and problem-solving skills must be part of our modern education system. As a long-term objective, this National Plan advocates for the establishment of a technology institute to support Grenada’s transition to a knowledge-based digital economy and society and to build our human capital. Indeed, the future we aim for demands nothing less. Strategic partnership with international technology schools would be required.

Lastly but certainly not least, a better balance must be struck between academics and skills. Skills training should not be seen as suitable only for those who are not academically inclined. More skills subjects should be taught in schools so young people can seek employment immediately after graduation or establish their own business. As it is now, they graduate with many subjects and then go to learn skills to get a job. This National Plan advocates for the establishment of a formal arrangement between the private sector, the MOE, and higher-learning educational institutions, that would see new courses being incorporated into the curriculum that teach the fundamentals skills required for the business place and to guide students to professions/jobs where their skills are needed. In addition to building technical skills, there must also be increased focus on building interpersonal skills, social skills, communication skills, cognitive skills, as well as embedding values such as honesty, loyalty, self-esteem, self-confidence, ethical conduct, productivity, responsibility, and conflict resolution.

Importantly, Grenadians, especially the young people, must be adequately equipped with the requisite specialised skills that will be required for the jobs of the future. Indeed, Vision 2035 requires a new economic paradigm, which necessitates structural change, which in turn means the creation of new industries, and by extension, new occupations and new skills sets. Therefore, substantial investments must be made to up-skill Grenadians, and as such, educators, Government, and businesses must partner in this effort. This National Plan recognises the necessity of up-skilling to take up jobs in creative, digital, design, and engineering occupations, which are expected to be buoyant in the coming years. Additionally, occupations in the Green and Blue Economies are also likely to be buoyant in the coming years as greater emphasis is placed on environmental sustainability. Therefore, up-skilling in these areas is a strategic imperative. Accordingly, it would be necessary to make the curriculum of T.A Marryshow Community College (TAMCC) more flexible and relevant to cater to students' mobility and to address current skills gaps, as well as skills for the future. Night classes via mixed modalities should be offered across tertiary institutions to promote lifelong learning and facilitate working adults who choose to up-skill and re-tool.

### **3.1.2.3 Youth Empowerment**

The youth of our nation are the architects of our future; their collective energy and creativity are the fuel needed to move us toward the future we aim for. Young people must be empowered to realise their full potential through nurturing, effective education, training and skills, and support systems. They must also be encouraged to be more civic minded and to get more involved in nation building through programmes that promote volunteerism and patriotism.

Youth unemployment is a pressing challenge that we must continue to confront collectively as a nation. Solutions must address both the supply-side of the labour market (*doing more to prepare young people for the workplace*) and the demand-side (*ensuring that more job opportunities are created*). A systematic programme must be developed that is aimed at changing mind sets from 'employment to deployment' by infusing and nurturing an entrepreneurial spirit in students at an early age. The aim of such a programme would be to lay the foundation that would engender an innovative and creative business culture in Grenada. As students graduate they would be more inclined to start their own businesses, using innovative and creative ideas to develop new products and services.

The challenge of deviant behaviour among young people is also a pressing one that we must also continue to collectively confront. The notably increased levels of youth conflict, violence and deviant behaviours, cement the need to inculcate educational and cultural values in students with a view to transforming them into more productive and purposeful citizens. Through focused capacity building of teachers and a curriculum that concentrates on the transmission of both values and skills, students will be the beneficiaries of holistic training and development, cognisant of contemporary social realities and the need to be tolerant and respectful to others and the environment. Additionally, more emphasis will be placed on developing and executing youth-at-risk programmes that address matters such as conflict resolution, anger management, substance abuse, self-esteem, confidence, civics, inequality, and spirituality. Expanding organised community-based sporting activities, mentorship programmes, and art and drama therapy must also form part of a comprehensive approach to address youth-at-risk.

This National Plan calls for the establishment of formal Youth Camps across our Tri-Island State to bring together young people to brainstorm about practical solutions to promote their empowerment. These camps can take the form of intensive discussions among youth over a predefined period of time, with a view to making concrete recommendations to policymakers. This initiative can be extended toward ultimately the creation of a *National Youth Association* as a legitimate organisation to advocate on behalf

of youth to facilitate ‘bottom-up’ development. Such an organisation would be best placed to offer solutions for youth empowerment, based on personal experiences. There is also a crucial need to address the current fragmented approach to youth and skills development; there are several rudimentary programmes in place that are spread across various ministries, departments and organisations. A more holistic and coordinated approach to youth and skills development is a strategic imperative to maximize impact.

### **3.1.2.4 Grenadian Values and Identity**

Our social and economic progress as a nation is inextricably linked to how we see ourselves as a people and the values and principles we uphold individually and collectively. Indeed, the attainment of Vision 2035 requires self-absurdness, a strong value system, and a collective embrace of our ‘Grenadianess.’ This National Plan recognises the importance of preserving our rich history and heritage in order to consolidate our true Grenadian identity and values. In this regard, this Plan advocates for the mandatory teaching of civics and Grenada’s history, including the Grenada Revolution, at all levels of the education system, starting at the pre-primary level. It also calls for more concerted efforts to be placed on inculcating values into the formal and informal education process. Importantly also, it recognises the need for an official national wear that embodies our authentic ‘Grenadianess.’ It also calls for recognition of our national heroes, mechanism to identify them and provide accurate information about their contribution should be established. Our history syllabus should teach about them and statues should be erected in every parish.

This National Plan identifies the following as our Core Values:

1. Respect for self and others.
2. Respect for fundamental rights and freedom and the rule of law.
3. Respect for the environment.
4. The promotion of human dignity and trust.
5. Strong families, communities, schools, churches, and civil society.
6. Tolerance of, and for spiritual diversity.
7. Social justice, fairness, equality, and equity.
8. Commitment to the disadvantaged, poor, and vulnerable in society.
9. Consciousness and patriotism.
10. Adherence to moral values and ethical behaviour.
11. Commitment to efficiency.
12. Accountability and transparency.
13. Democratic freedom, participatory democracy, and citizens’ engagement.
14. Safety and security.

Table 3.2 summarises the key strategic actions that are required to (a) address the education challenges; and (b) consolidate our values and identity, with a view to achieving **Outcome #2 - Educated, Productive, Highly-Skilled, Trained, and Conscious Citizens.** This Outcome is aligned to SDG# 4 – Quality Education and SDG# 8 - Decent Work and Economic Growth.

**TABLE 3.2 - OUTCOME #2: ISSUES AND STRATEGIC ACTIONS**

Issues/Challenges	Proposed National Strategic Actions	Responsible Ministries/Agencies
Weak strategic leadership and planning capacity of the MOE	<ol style="list-style-type: none"> <li>1. Improve the transformational management capacity of the MOE to promote commitment, passion, and the revitalisation of the sector. Strengthen the MOE's policy implementation monitoring systems.</li> <li>2. Formalise 5-year strategic reviews of the education system to ensure relevance and impact.</li> <li>3. Establish an annual Education Forum for the MOE to provide evidence to the public on its achievements.</li> <li>4. Review the Education Act to reflect the changing education landscape.</li> </ol>	MOE with support from external development partners
Irrelevant curricular	<ol style="list-style-type: none"> <li>5. Transform the education curricular to ensure relevance for the 21<sup>st</sup> century. Rationalise programmes, especially at the secondary and tertiary levels. The curricular should equip students with skills that constitute the foundation for sustainable development.</li> <li>6. Place greater emphasis on aligning education and training with the future needs of the economy and society.</li> <li>7. Conduct research to assimilate a foundational English approach based on the present initiatives to develop literacy and numeracy skills at pre and primary level.</li> <li>8. Identify, develop, and implement projects to enhance capacity of schools to fully implement more diversified curricula that include TVET and other priority areas such as ICT, foreign languages, visual and performing arts.</li> </ol>	Cabinet, MOE MOE MOE in partnership with private sector MOE, School Administration and Project Units
Poor instructional quality and low student performance	<ol style="list-style-type: none"> <li>9. Implement intensive Professional Development Programmes for teachers and principals with St. George's University and the University of the West Indies Open Campus as resources. Would-be teachers must be trained prior to entering the class room.</li> <li>10. Conduct rigorous analysis of good practices, strengthen observations of classroom interactions and the use of various technologies and learning materials, and enhance assessments of teacher support and value-based outcomes.</li> <li>11. Develop an accountability system for school Department Heads at the secondary level that is aimed at improving teaching quality and promoting critical thinking, problem solving, and interpersonal skills among students.</li> <li>12. Establish performance standards for primary and secondary students. Develop targeted programmes to increase performance among boys especially.</li> <li>13. Mainstream differentiated instruction and differentiated assessments to cater to the individual needs of students.</li> <li>14. Implement the newly-developed standards in early childhood education and build capacity and technical skills of early childhood educators and practitioners.</li> </ol>	MOE MOE, Principals MOE

	15. Institute a programme of teacher exchange across the island and across the region to facilitate shared knowledge and identify good practices in education.	
Gender disparities in education	16. Eliminate gender disparities in education and ensure equal access to all levels of education and vocational training for the vulnerable, including boys, persons with disabilities, and children in vulnerable situations.	MOE, Gender Bureau
Inadequate use of technology	17. Upgrade and/or replace existing systems to keep pace with technological advances in education.	Ministry of ICT, MOE
	18. Mainstream the use of pre-programmed tablets and e-books as standard pedagogical resources. Increase the use of more technology-focused activities that build critical-thinking and problem-solving skills consistent with a modern education system.	MOE
	19. Establish a technology institute to support Grenada's transition to a knowledge-based digital economy and society and to build its human capital.	MOE, investors (local and foreign)
Poor quality of education infrastructure	20. Build and upgrade education facilities that are child, disability, and gender sensitive, and provide safe, non-violent, inclusive, and effective learning environments for all. Carry out regular maintenance of schools and other education facilities.	MOE in partnership with the MOI
Misalignment of education and training with needs of economy and society	21. Incorporate new courses into the curricular that teach the fundamentals skills required for the business place. Strengthen institutional arrangements between education institutions and the private sector.	MOE, private sector
	22. Expand and professionalise the present Career Guidance services.	MOE
	23. Establish a national database so that every sector can update information on skills requirements to address areas of skills gaps.	Ministry of ICT, MOE, private sector
	24. Make TAMCC's curriculum more flexible to cater to student's mobility and to address current skills gap as well as skills for the future. Expand alternative pathway programmes and introduce night classes at tertiary institutions to promote lifelong learning and facilitate working adults who choose to up-skill and re-tool.	MOE, TAMCC, private sector
	25. Establish framework for national qualification.	MOE, NTA
High youth unemployment	26. Implement policies that address both the supply-side of the labour market (doing more to prepare young people for the workplace) and the demand-side (ensuring that more job opportunities are created).	Ministry of Youth Development, MOE, private sector, NTA
	27. Establish formal Youth Camps to brainstorm about practical solutions to promote their empowerment. Expand and enhance support systems for youth empowerment.	Ministry of Youth Development, MOE, private sector, civil society
	28. Create a National Youth Association as a legitimate organisation to advocate on behalf of youth to facilitate 'bottom-up' development.	

	29. Address fragmentation in the delivery of youth and skills development programmes through holistic and coordinated programming and partnerships.	
Youth-at-risk	30. Develop and execute more targeted youth-at-risk programmes that address matters such as conflict resolution, anger management, substance abuse, self-esteem, confidence, civics, values, equality, and spirituality.	
	31. Design Boys and girls Mentorship programmes and initiate separate 'ALL THINGS BOYS' and 'ALL THINGS GIRLS' forums with strong motivational speakers with support from churches and the community.	Ministry of Youth Development, Churches, Civil society
Waning Grenadian values and sense of identity	32. Consolidate our true Grenadian identity and values through a collective embrace of a set of core values.	All Grenadians
	33. Mandate the teaching of civics and Grenada's history, including the Grenada Revolution, at all levels of the education system, starting at the pre-primary level.	MOE
	34. Introduce an official national wear that embodies our authentic 'Grenadianess.' Recognise national heroes – identify who they are and erect statues in every parish.	Ministry of Culture and the Arts

First Draft. For Discussion Only

### **3.1.3 Outcome #3: A Resilient, Inclusive, Gender-Sensitive, and Peaceful Society**

#### ***3.1.3.1 Building Resilient Communities***

Building resilient communities, and by extension, a resilient society and reducing poverty and inequality require increasing the capacities of the most vulnerable groups and minimising the risks that can aggravate their vulnerabilities. Women, children, persons who are physically and/or mentally challenged, and socially-excluded groups constitute the most vulnerable in our society and are often disproportionately affected by the negative shocks (social economic, environmental).

Vulnerable persons in our society must, of necessity, be included in the various stages of the development and decision-making processes, as recipients of social assistance to meet their basic and specific needs, as active stakeholders in the design of social assistance programmes, as well as by creating conditions for them to live and work within the mainstream of society instead of being marginalised. Only through such inclusion will the cycle of poverty and exclusion be broken. On the ground, our most vulnerable groups of people suffer the most from shocks and have least capacities to resist and recover from losses sustained.

Social resilience policies must be designed and deployed to bring about equity in gender relations, and secure the needs of often-excluded groups in all risk reduction initiatives. Such policies must address all issues related to: (a) differential access to decision making; (b) social networks and influence; (c) transportation; (d) information; (e) skills including literacy; (f) control over land and other economic resources; (g) personal mobility; (h) secure housing; (i) employment; (j) freedom from violence; and (k) all other factors contributing to increase vulnerabilities of some social segments. The most vulnerable groups must have a stake in the design of programmes to build social resilience. This National Plan recognises that key strategic actions will be required in this regard.

First, it would be necessary to conduct a risk and resilience assessment to identify the most vulnerable groups and to understand how different individuals experience shocks and stresses. Such an assessment should collect specific information regarding the social realities that underpin risks at household, community, and the national levels as a first step to understanding the dynamics of gender and social inclusion within target areas. The assessment should also analyse our Laws, policies, regulations, and institutional practices; access to, and control over assets and resources (especially land); cultural norms and beliefs; and patterns of power and decision-making that impact each aspect of resilience - social, economic, and environmental.

Second, is the need to ensure that the perspectives of our vulnerable groups especially, the elderly, children, female-headed households, persons with physical and/or mental challenges are incorporated into programme design, governance, and decision making. The inclusion of often-excluded groups and segments of society in programme design helps to ensure all resilience-building programmes benefit the diverse target population equitably. Pathways must be created through which vulnerable groups can be involved in the design of workshops, community steering committees, programme implementation, and decision-making processes.

Third, resilience necessitates inclusive interventions that strengthen the transformative capacities of our communities. This requires: (a) building our social capital, which means establishing networks,

relationships and connections within and across our communities and villages; (b) creating organised arrangements for bonding between the young and elders in our villages and communities to help bridge generational divide in our communities; (c) establishing linkages between marginalised groups and Government decision-makers to facilitate representation of groups' needs in policymaking; (d) supporting community disaster risk management committees to provide special early warning systems; (e) improving access to, and control over productive resources such as land; (f) supporting inclusive community governance arrangements; (g) facilitating sustainable market linkages for different vulnerable groups such as farmers, women, and youth entrepreneurs; (h) creating opportunities for women/youth/and physically and/or mentally challenged persons to strategically plan and advocate for their rights; and (i) providing opportunities for individuals from poor and vulnerable groups to meaningfully engage in sustainable livelihoods.

#### **3.1.3.1A *Housing***

Access to climate-and-disaster-resilient housing that is affordable is integral to building resilient communities, and by extension, a resilient society. There is a need to upgrade our existing housing stock. Substandard housing that is vulnerable to severe weather events and hazards exists in many communities across our Tri-island State; and in areas with higher standards, houses are also vulnerable and need to be retrofitted to make them more resilient to climate change and severe weather events.

In this regard, this National Plan acknowledges the imperative of formulating a national climate-smart housing policy and strategy for Grenada, Carriacou and Petite Martinique. The policy and strategy must, of necessity, target specific strategic objectives such as: (a) the establishment of a supportive legislative and regulatory framework; (b) systematic integration of climate change adaptation and mitigation considerations into housing developments and programmes; (c) strict enforcement of building codes and standards with constant monitoring and review; (d) adoption of innovative technologies to expand access to climate-smart houses that are affordable; (e) expansion of housing financing options; and (f) deployment of more market-based housing solutions such as rent-to-own programmes that allow families to build up payment history, while saving sufficiently to make the down payment on a mortgage.

#### **3.1.3.2 *Strengthening Social Cohesion and Inclusion***

Social cohesion refers to the processes of building shared values, reducing disparities in wealth and income, and generally enabling people to have a sense that they are engaged in common endeavours, facing shared challenges, and that they are members of the same community. Social inclusion is crucial for the long-term transformation of our society and as such we must commit to fostering a socially-cohesive society that provides a sense of belonging, participation, inclusion, and recognition to all. This National Plan recognises the following as being important to bolster social cohesion in our communities, and by extension, our society.

#### **3.1.3.2A *Child Care***

Children are the beneficiaries of the future we create. They must be nurtured, loved, cared for, and protected. This is important to allow our children and youth to develop a sense of belonging, build their trust in humanity, and maintain positive expectations for their lives and future. Ongoing strategic actions will be scaled up to fully cater to the holistic (emotional, spiritual, physical, mental, and educational) development of our children. Expanding and enhancing life skills training, developing more structured

programmes (within and after school hours), and expanding psychosocial support services as well as child protection services will be pursued.

Additionally, social innovation activities that allow our children to solve problems and find innovative solutions using technology, will also be part of our agenda for holistic development of our children. We will ensure that every young child has access to adequate early childhood education and development programmes. In this regard, strengthening standards in our early childhood education institutions and building capacity and technical skills of early childhood educators and practitioners will be prioritised. Stronger emphasis will also be placed on the promotion of healthy (local) foods and lifestyles for our children by increasing the nutritional content of their foods, snacks and juices through the use of more local fruits and vegetables. In this regard, revamping and modernising the 4H Club and School Gardening Programme with climate-smart agricultural practices, will also be given priority.

At-risk children – victims of sexual and other forms of violence, abuse, and neglect for example, will continue to be given special care and attention. Ongoing efforts in this area will be bolstered by new approaches and initiatives, with expanded stakeholder support, because preventing child abuse is our collective responsibility as a nation. The current systems for addressing child sexual abuse, which are the child protection system and the criminal justice system address the issue after the abuse has occurred. Therefore, we will give more focus to preventing child abuse. Accordingly, existing prevention programmes will be strengthened and new ones introduced to complement the child protection system and the criminal justice system. New prevention programmes must include: (a) targeted public messages directed at would-be perpetrators of child sexual abuse; (b) community-based initiatives that promote the unacceptability of child sexual abuse, as well as the notion that stopping child sexual abuse is everyone's responsibility; (c) island-wide campaigns geared at shifting the prevention of child sexual abuse from children to adults; and (d) stiffer penalties for perpetrators, offenders and upholders (adults who know that abuse exists but do nothing to stop it).

New programmes to improve school-home relationships and parental involvement (especially that of fathers) in childhood education will also be developed. The role of father is particularly noteworthy. During public consultations for the preparation of this document, the absence of fathers and the implications for children's (particularly boys) development and performance were highlighted as one of our pressing societal challenges. Therefore, specific programmes must be developed to help parents (especially fathers) find more effective ways to support their child's/children's development. Further, in an effort to expand social protection services for at-risk children, we will explore the feasibility of establishing a subsidised public school bus system to help promote discipline and reduce risks of potential abuse by drivers and conductors of private buses. Strengthening the legal and policy framework for juvenile justice will also be prioritised; therefore, in this regard, full implementation of the Juvenile Justice Bill 2016 will be necessary.

### *3.1.3.2B Elderly Care*

Elderly persons also need to be cared for, valued, protected, and have their physical, mental, spiritual and social needs adequately met. They also need to be empowered and not consigned to the past; many of them have skills and talents that are often under utilised, wisdom that is untapped, and time and love to share. Therefore, elderly support initiatives will be expanded to include mentorship-companionship programmes that bring our children, youth, and seniors together, with the aim of bridging the generational divide in communities, preserving our culture, fostering volunteerism, and strengthening

communities. Additionally, expanding existing support systems to include special transportation assistance and facilities such as state-of-the art geriatric care and shared living would also be prioritised.

In public consultations for the formulation of this document it was emphasised that grandmothers who are guardians of children often do not receive financial support from the fathers of the children and some are alienated by society. This causes a cycle of poverty in which poor families are burdened with caring for a number of children in the absence of their fathers. In some of those families, no one is employed or they may only have seasonal employment. This NSDP 2020-2035 recognises the need for specific initiatives to address acute challenges confronting elderly including poverty, deprivation, poor nutrition, abandonment and homelessness. New legislation must also be developed to ensure that families take greater care and responsibility for their elderly and vulnerable members.

It is envisioned that during the lifespan of the NSDP 2020-2035, public sector pension reform would be completed in a manner that is both fiscally sustainable and socially just. Furthermore, it is also envisaged that reform of the NIS would be completed to secure its viability and safeguard the adequacy of pension benefits to retirees. We also anticipate that the NHI would also become a reality during the lifespan of the NSDP 2020-2035 to make quality health care affordable and accessible to the elderly.

### *3.1.3.2C Strong Families*

Our society is an amalgamation of our families and as such, for us to have a strong society, we must have strong families. Indeed, families are an important societal institution responsible for critical functions such as reproduction, care, emotional support, and intergenerational solidarity. They are the micro-ecology in which emotional and material needs are met for our people and so are essential for social cohesion, as well as the socialisation of our children and individual wellbeing. Strong and functioning families provide a place from which children and adults can learn, work, and contribute meaningfully to our society.

This NSDP 2020-2035 recognises the need for policies on families that are consistent with our cultural and Christian values as a nation. Such policies must focus on important areas such as: (a) building stable families; (b) facilitating restoration in cases of breakdown; (c) encouraging family-friendly workplace initiatives, such as extended maternity leave, an official policy on paternity leave, and adequate provision of day care services; (d) providing family financial management education; (e) expanding psycho-social support services that can be facilitated by churches, Government agencies and civil society organisations; and (f) and embedding spirituality in our homes and families by instituting initiatives such as a national prayer day for families during certain times of the year. This National Plan recognises that declining fertility rates is problematic not only for families in the long term, but also for our social security system and socioeconomic development overall. Therefore, an explicit policy on fertility, family planning and population is required to ensure that Grenada's long-term demographics are congruent with our sustainable development objectives. Attention must also be given to sexual and reproductive health and rights, including sexuality education.

### *3.1.3.2D Care for Persons who are Physically and/or Mentally Challenged*

Persons throughout our Tri-island State who are physically and/or mentally challenged must also be empowered to realise their full potential. This NDSP 2020-2035 acknowledges the need to expand and enhance supporting services that cater to such persons in our society. Expanded and enhanced services will include: (a) strengthening institutional coordination amongst the various agencies that serve the

needs of physically/mentally challenged persons; (b) implementing community-based rehabilitation (CBR) programmes; (c) strengthening the capacity of the community, health, and education services to support CBR programmes; (d) improving the quality of skills of care givers to better deal with the diversity of challenges and needs; (e) encouraging the participation of physically and/or mentally challenged persons at the community level to reduce their marginalisation and discrimination; (f) increasing public education on the rights of physically and/or mentally challenged persons; (g) legislating the modification of buildings and public spaces with supporting regulations for enforcement to expand accessibility; (h) protecting persons who are physically or mentally challenged from violence and abuse; and (i) examining the causes of preventable disability and implementing appropriate actions to prevent or reduce their occurrence, such as chronic illness, unhealthy lifestyles and working conditions, accidents and injuries inflicted by others. Indeed, diversity must be considered in all sectoral plans, strategies, and development programming overall.

#### *3.1.3.2E Safe Communities*

A safe community is paramount to a socially cohesive society. Communities where there are many risk factors, such as high poverty and unemployment are more likely to experience multiple forms of violence. Promoting and maintaining safe communities across our Tri-island State will require collective action to: (a) build strong social networks; (b) establish/strengthen community/neighbourhood watch programmes; (c) expand youth-at-risk programmes (especially for young boys) focusing on reducing deviant behaviours, instilling discipline, and creating opportunities for productive engagements; (d) reduce economic, political, religious and social inequality and exclusion; (e) enhance rehabilitation programmes at Her Majesty's Prison to reduce repeat offenders of petty crimes; (f) strengthen community policing; and (g) reinforce our security forces.

#### *3.1.3.3 Building a Gender-Sensitive Society*

Grenada stated its commitment to gender equality and women's empowerment through the ratification of Convention on the Elimination of all forms of Discrimination against Women and the Inter-American Convention on the Prevention, Punishment and Eradication of Violence against Women. Grenada has also endorsed the Beijing Declaration and Platform for Action, the SDGs, the Montevideo Strategy for Implementation of the Regional Gender Agenda within the Sustainable Development Framework by 2030; and the SAMOA Pathway. Together, these form the normative framework for gender equality and the empowerment of women.

Cabinet approved the National Gender Equality Policy and Action Plan (GEPAP) 2014-2024 in 2014, and directed its implementation by various Ministries and Government Departments, with the lead agency being the National Machinery for Gender Equality and Women's Empowerment, which is the Division of Gender and Family Affairs in the MOSD. Through GEPAP and international commitments, Grenada has adopted the strategy of gender mainstreaming as the primary strategy to achieve gender equality and empower all women and girls. An Inter-Ministerial Council of Gender Focal Points was formed in 2017, and expanded and launched in 2019 to create a mechanism for mainstreaming gender in the Whole-of-Government (WOG). Grenada ratified the International Labour Organisation's (ILO) Convention 189 on the Rights of Domestic Workers in 2018. This is a major positive step and will spur actions to regulate the paid care and domestic sector and improve the lives of those workers, who are predominantly female. In the 2019 Budget Statement, the Government reaffirmed its commitment to gender mainstreaming in decision making and development planning to ensure that development interventions are gender sensitive and responsive to the differentiated realities and needs of men and women.

Notwithstanding the achievements, gender gaps remain that must be addressed if we are to fully mainstream gender issues and priorities and build a gender sensitive society. This section presents an analysis of three groups of indicators of gender equality: education and training; economic empowerment; and gender-based violence.

### *3.1.3.3A Education and Training*

As explained in Chapter 2, Grenada has eradicated gender disparity in education and training in a general way, but there are remaining gender gaps that must be addressed. Primary school is compulsory; there is almost universal access to secondary school and females and males are performing at similar levels. Girls and boys share the positions among highest achievers in Caribbean Primary Exit Assessment (CPEA), CSEC and tertiary level exams. They also share the positions of low achievement in the CSEC, with the vast majority of both male and female students exiting secondary school with passes in four or less CSEC subjects. The possible impacts of other factors that affect students' performance have not been assessed, such as socio-economic status, access to resources and opportunities for expanding competencies.

Nonetheless, gender gaps exist: men and boys are participating in tertiary education and skills training institutions at lower rates than women and girls; segregation in subject choices, mainly due to gender stereotyping, is affecting women's school-to-work transition and the income they attract; and the formal and informal curricular of educational institutions do not actively promote gender equality.

Segregation in subject choice based on sex occurs in certain skills subjects at the secondary and tertiary levels and skills training institutions. The subjects that more boys pursued were in expanding sectors of the economy and offered more lucrative livelihoods such as Building Technology and Mechanical Engineering Technology, while more girls pursued subjects that were either in contracting, lower paying or non-economic sectors, such as Office Administration, Home Management, and Religious Studies.

Given these education-specific gender issues, this NSDP 2020-2035 recognises the urgent need for education sector reforms in order to reach one of the specific goals and objectives of the education system, stated in Section 3 (3) (f) of the Education Act (2002) as '*to promote the principle and practice of gender equality.*'

### *3.1.3.3B Economic Empowerment*

The examination of the Labour Force data in Chapter 2 reveals that more males participated in the labour force than women and more males were employed than women in the period analysed. Research by the NTA, among others, offer reasons for women's lower economic empowerment relative to men in Grenada. They indicate that there are barriers to women's access to certain jobs, like jobs in non-traditional fields and jobs that require night shift. The barriers include: (a) stereotypes regarding gender roles, which impact on women's, men's and employers' perceptions of suitable jobs and tasks for women versus those for men; (b) discrimination related to women's reproductive and family/care giving responsibilities, which must be measured within the context of women's traditional burden of care for the family, and the physical/biological realities of menstruation and pregnancy; (c) employers' reluctance to make adequate provisions for male and female employees, such as toilet facilities; (d) lack of public transportation throughout the country during the night given the ever-present threat of sexual abuse and other forms of violence against women and girls; and (e) the potential for sexual harassment, with a higher risk in male-dominated work places.

The situation facing workers in the paid domestic and care sector, clerical occupations, and sales/shop assistants also needs attention. The Minimum Wages Order pitches those jobs at lower wages than the jobs predominantly done by men and indications are that there is lack of representation and monitoring of those sectors, leaving those workers largely voiceless. Research finding also acknowledge that males tend to pursue technical areas that make them more prepared for employment in technical areas and that men's ability to secure employment in some sectors does not rely on formal qualifications.

There are also stark gender disparities in relation to ownership of assets. Based on the 2015 (most recent) Gender Thematic Analysis of the 2012 Census of Agriculture:

- 1) Of 9,306 farms, 71.0 percent were headed by men and 29.0 percent by women.
- 2) Overall, there were 6,631 male farmers and 2,675 female farmers.
- 3) Among young farmers ages 15-19, there were 49 males and seven females. Among the 20-29 year olds, there were 495 males and 118 females.
- 4) Of the 13,761 parcels of land in agricultural use, men owned or controlled 10,303 parcels, while women owned or controlled 3,458 parcels.
- 5) Female farmers had significantly smaller farms than male farmers. The average area of farms headed by women was 1.57 acres, while for men it was substantially higher at 2.66 acres. Women managed about 4,000 acres of land compared to the 17,000 acres managed by men.

There are no indications that the current situation would be significantly different.

Furthermore, based on data from the NIS, in 2018, the income bracket with the sharpest difference by sex was the lowest one (EC \$0.00 - \$999.00) with 2,857 more females than males. That income bracket was also the one with the highest number of contributors overall; a signal to the number of persons who may be in the category of 'the working poor'. In the two highest income brackets, there were more males than females. In the EC\$4000-\$4999 income bracket, there were 1,028 males versus 1,077 females and in the EC\$5,000+ bracket men outnumbered women by 224. The number of female contributors was higher than the number of male contributors. This is different from the LFS Report, which showed that more males were employed than females. The main factor leading to this difference may be that significant numbers of men may not be regular contributors to the NIS because of the nature of the jobs many do, such as construction, fishing, and farming. This poses a potential challenge since those men may not have economic security if or when they are no longer in the active labour force. Greater sensitisation of men is needed to underscore the importance of contributing to the NIS.

### *3.1.3.3C Gender-based Violence*

Intimate partner violence/domestic violence and sexual violence are persistent problems in Grenada, Carriacou and Petite Martinique. In recent years, actions have been taken to gain a deeper understanding of the problems and more significantly, to sensitise and mobilise individuals, communities, and various sectors to take action to respond to victims and offenders, and prevent those forms of violence. Legislation was enacted and enforced. There has been public sensitisation and educational drives on a national, community, and individual level and services have been strengthened through training of service providers and first responders. A Special Victims Unit (SVU) was established within the Royal Grenada Police Force (RGPF) to allow for easier access to reporting by victims. There is a hotline attached to the SVU. Schools continue to be engaged through the National School Tour and through walks, marches, presentations by the Child Protection Authority (CPA), MOSD and the RGPF. Notwithstanding the reforms

that have been undertaken, there is need to further develop the response and prevention mechanism to eliminate altogether the scourge of gender-based violence.

In applying the human rights and gender equality approach, Grenada remains committed to providing holistic support to victims, holding offenders accountable and preventing gender-based violence. To make these attainable, the main challenges that must be addressed include:

1. Relatively weak systems and operations within and among entities that have the specific mandate to provide short-term and long-term responses to intimate partner violence, sexual violence and child abuse, with some stakeholders and potential partners not sufficiently active in the process.
2. Lack of direct/expedited entry routes to access social safety nets and other Government programmes and services for support to and empowerment of victims. This forces many women and girls to restrict their choices based on their level of financial and material dependence of the abuser.
3. Inadequate mechanisms for offender accountability, including unclear charging and sentencing guidelines, and sporadic support from all professional groups in the system.
4. Lack of widespread acceptance of the need to prevent intimate partner violence and sexual abuse, including child sexual abuse, starting at their root cause; that is by addressing the unequal power relations in society due to gender inequality especially when compounded by other patterns of dominance.
5. Undeveloped systems for collection of official administrative data on intimate partner violence and sexual abuse. This would be critical to track progress following the prevalence study on violence against women that was conducted in 2018, for which reports are being prepared.
6. Lack of legislation against sexual harassment and criminal procedures that protect the rights of victims of these crimes.

Table 3.3 summarises key strategic actions that are required to achieve **Outcome #3 - A Resilient, Inclusive, Gender-Sensitive, and Peaceful Society**. This Outcome is aligned to SDG#1 – No Poverty; SDG# 5 – Gender Equality; SDG# 10 – Reduced Inequality; and SGD# 16 – Peace, Justice and Strong Institutions.

**TABLE 3.3 - OUTCOME #3: ISSUES AND STRATEGIC ACTIONS**

Issues/Challenges	Proposed National Strategic Actions	Responsible Ministries/Agencies
Inadequacy of data and information on vulnerable groups in resilience programming	<ol style="list-style-type: none"> <li>1. Institutionalise systematic risk and resilience assessments that incorporate gender and social inclusion.</li> <li>2. Augment health, education, and social protection information systems to bolster the collection, dissemination, and use of data and evidence for policy formulation and decision making.</li> </ol>	MOSD, National Agency for Disaster Management (NaDMA), CSO
Exclusion of stakeholder groups in programme design, governance, and decision making	<ol style="list-style-type: none"> <li>3. Institutionalise arrangements for stakeholder consultations that normalise their inclusion in programme design and implementation.</li> </ol>	MOSD, CBOs and NGOs
Building community resilience and safety not sufficiently mainstreamed	<ol style="list-style-type: none"> <li>4. Develop and implement a comprehensive social resilience policy and action plan focusing on building social assets and capital, reducing vulnerability and poverty, and promoting inclusion of marginalised groups in decision making.</li> </ol>	MOSD
	<ol style="list-style-type: none"> <li>5. Formulate a national climate-smart housing policy and strategy for Grenada, Carriacou and Petite Martinique.</li> </ol>	MOSD , MOI, Housing Authority of Grenada
	<ol style="list-style-type: none"> <li>6. Enhance the safety of communities by strengthening community policing, reinforcing our security forces, establishing/strengthening neighbourhood watch programmes, implementing youth-at-risk programmes focusing on reducing deviant behaviours, and enhancing rehabilitation programmes at Her Majesty's Prisons to reduce repeat offenders of petty crimes.</li> </ol>	MOSD, RGPF
Scourge of abuse against women and children	<ol style="list-style-type: none"> <li>7. Support stronger institutional responses to violence, abuse, exploitation, and neglect in relation to children in line with national and international commitments.</li> </ol>	MOSD, NGOs, CBOs, CPA
	<ol style="list-style-type: none"> <li>8. Strengthen social protection and child protection measures and mechanisms with service standards, budgets, and clear targets that reflect equity and social inclusion standards.</li> </ol>	MOSD, NGOs, CBOs, CPA
	<ol style="list-style-type: none"> <li>9. Evaluate and strengthen existing child abuse prevention programmes and develop new community-based programmes to shift the prevention of child sexual abuse from children to adults, and promote the unacceptability of child sexual abuse, as well</li> </ol>	MOSD, NGOs, CBOs

	as the notion that stopping child sexual abuse is everyone's responsibility.	
	10. Pass and enforce legislation against sexual harassment. Introduce stiffer penalties for perpetrators, offenders, and upholders of child abuse.	MOSD, Ministry of Legal Affairs
	11. Investigate the feasibility of establishing a subsidised public school bus system to help promote discipline and reduce risks of potential abuse by drivers and conductors of private buses.	MOSD, MOE and Ministry of Infrastructure (MOI)/Transport Division
	12. Scale up programmes to address children at risk through new programmes to improve school-home relationships and parental involvement (especially that of fathers) in childhood education.	MOSD, NGOs, CBOs, MOE
	13. Strengthen the legal and policy framework for juvenile justice.	MOSD, Ministry of Legal Affairs
Inadequate support systems for the elderly	14. Expand and improve support services to the elderly to include special transportation assistance and facilities such as state-of-the art geriatric care, and shared living.	MOSD, NGOs, CBOs
	15. Develop and implement mentorship-companionship programmes that bring children and seniors together, with the aim of bridging the generational divide in communities, preserving our culture, fostering volunteerism, and strengthening communities.	MOSD, NGOs, CBOs, National Cultural Foundation
Insufficient family-friendly policies	16. Develop family policies that support strong and stable families, as well as legislation to ensure families take better care and responsibility for elderly and vulnerable members.	MOSD, NGOs, CBOs, Churches
	17. Extend maternity leave to 6 months to be consistent with international guidelines and amend NIS Act/review NIS policy to facilitate same. Establish an official national policy on paternity leave.	MOSD, Ministry of Legal Affairs, NIS
	18. Develop an explicit fertility, family-planning, and population Policy to ensure that Grenada's long-term demographics are congruent with its sustainable development objectives.	MOSD in partnership with the Grenada Planned Parenthood Association and Churches
Weak support systems for persons who physically/mentally challenged	19. Expand support services for physically/mentally challenged persons to include community-based rehabilitation programmes and legislation for the modification of buildings and public spaces with supporting regulations for enforcement to expand accessibility.	MOSD, Grenada National Council for the Disabled

	<p>20. Strengthen institutional coordination amongst the various agencies that serve the needs of persons who are mentally/physically challenged.</p> <p>21. Intensify/expand public education on the rights of physically/mentally challenged persons.</p>	
Actions for gender equality and women's empowerment is perceived and treated as an addendum to development	<p>22. Apply completed gender analyses when planning actions to implement each priority in this National Plan or, where necessary, use suitable expertise to conduct gender analyses that consider inter-sectionalities.</p> <p>23. Implement the GEPAP and the normative framework for gender equality and the empowerment of women, as well as other Conventions like ILO C189 in a comprehensive manner.</p> <p>24. Make visible in public policies issues facing girls and young women as those facing boys and young men. Make use of gender-disaggregated data to inform public policies.</p>	All Ministries, Departments and other entities, with the participation of their Gender Focal Points and the support of the Division of Gender and Family Affairs in MOSD
Education and training: segregation in subject choices; school-to-work transition is slow	25. Eliminate the gender gap in students' access to and attainment in TVET skills. Review the curricular and the culture in schools and other educational institutions to align them with the goal ' <i>to promote the principle and practice of gender equality.</i> '	MOE and Human Resource Development
Economic empowerment: sexual division of labour; wage gap; barriers to economic empowerment	<p>26. Reduce the wage gap by using the principle of equal pay for work of equal value to conduct job evaluations on jobs in the domestic and care sector, clerical fields, and shop assistants to inform the next revision of the Minimum Wages Order.</p> <p>27. Take steps to advance and monitor the application of the principles of decent work in jobs in the public and private sectors. Increase women's access to the means of production. Reduce the barriers to women's employment.</p>	Ministry of Labour  Ministry of Labour, All Ministries, and other employers
Gender-based violence remains a pervasive threat to the safety and security of women and girls and functions as a barrier to their empowerment and the full expression of their human rights	<p>28. Strengthen the operations of each entity that has specific mandate to provide short-term and long-term responses to gender-based violence and child abuse.</p> <p>29. Improve the system of offender accountability, including a sexual offenders' registry. Strengthen legislation to address gender-based violence.</p> <p>30. Increase emphasis on the prevention of intimate partner violence and sexual abuse, including child sexual abuse.</p>	MOSD in partnership with stakeholders  Ministry of Legal Affairs  MOSD in partnership with stakeholders

	31. Disseminate the results of the prevalence study on violence against women conducted in 2018 and develop a system for the collection of official administrative data on intimate partner violence and sexual abuse.	MOSD, CSO
Gender parity in decision-making bodies	32. Take steps to achieve critical mass in all sectors and at all levels of decision-making where it does not now exist, and maintain gender parity where it exists.	All organizations - public, private and NSAs

First Draft. For Discussion Only

### **3.2    Goal #2: Vibrant, Dynamic, Competitive Economy with Supporting Climate-and-Disaster Resilient Infrastructure**

#### **3.2.1    Outcome #4: Broad-based, Inclusive, and Sustainable Economic Growth and Transformation**

The National Export Strategy 2017-2021 identifies our priority sectors as: Agriculture and Fisheries; Health and Wellness; Tourism and Hospitality Industries (medical tourism, agri-tourism, sports, and eco-tourism); Marine and Yachting; the Creative Industries (the music and festival sub-sectors, with fashion, film, art, and craft industries); and Professional and Other Services. Energy Development and Energy Security (oil and natural gas, renewable energy in wind, geothermal, and solar); the Blue Economy; ICT; and Manufacturing are also identified as priority sectors in other strategic documents. These sectors have been identified as priority on the basis of: (a) their ability to compete at a regional and/or global level, given innovation, and/or the application of science, technology, or entrepreneurship; and (b) their scope for capitalising our comparative advantage. These priority sectors also align with the wider Growth Strategy of the OECS, which identifies agriculture, manufacturing, services (tourism, creative industries, construction, financial, education, health, and other services), and ICT as strategic areas of focus.

Grenada, like most SIDS, grapples with the challenge of identifying new growth opportunities that are hinged on high value-added exports with strong global growth trends, against which our competitive advantages can best be leveraged for sustained growth and development. Indeed, the transformation of our economy will require the unleashing of untapped potential of traditional drivers of economic growth, as well as tapping into new sectors and activities as discussed next.

##### **3.2.1.1    *Modern Agriculture***

The following 10 quotes from Grenadians expressed during public consultations for the formulation of this National Plan, as well as from interviews conducted for Grenade's (2012) Growth Diagnostics Study on Grenada, sum up quite neatly the imperative for decisive and strategic actions to modernise agriculture:

1. '*To attract young people into agriculture, the image of 'an old man in old clothes' should be changed through education.'*
2. '*Turn the cocoa industry into a chocolate industry.'*
3. '*Has anyone come up with a new idea to make a different spice basket?*'
4. '*We are lacking in applied science and technology; we have been growing nutmegs for 160 years and today we are doing the same thing as we did 160 years ago.*'
5. '*Our support for agriculture is not based on scientific commercial type agriculture. You cannot go to an Agricultural Extension Officer and ask him how to plan for a large scale agribusiness enterprise; what he can tell you is how to plant carrots.*'
6. '*There must be greater focus on food security and the production of sustainable foods.'*

7. ‘The ordinance is old. It should be revised to allow farmers to sell directly to other buyers.’
8. ‘Create agro-processing industries to make use of the extra fruit, spices and other produce. Locate those industries in rural communities.’
9. ‘Stop the export of raw material, such as nutmegs and cocoa.’
10. ‘Every young person should be farming whether for income or subsistence, including using technologies such as green houses and hydroponics.’

Of necessity therefore, the components of a modern agricultural sector must include: value-added production; technology; youth involvement; capacity building and research and development; and adaptation to climate change. Each is discussed in turn.

#### 3.2.1.1A Value-Added Production

Increasing the value of primary agricultural commodities is a sure way to transform our rural communities by providing high-paying jobs for workers and income stability for farmers, which can go a long way in supporting sectoral linkages, economic diversification, and foreign exchange earnings.

Indeed, there is tremendous potential for Grenada to establish a mega agro-processing plant to add significant value to our spices, herbs, fruits, and vegetables for local consumption, as well as for export. Priority has to be given to investing in large-scale freezing and storage facilities where farmers can send their local agricultural produce to be stored to meet off-season demands. Increasing the processing of fruits such as golden apples and mangoes that can withstand dry weather and be produced in abundance must also be prioritised. The processing of cassava, which is a healthy food, must also be incentivised to maximise its potential to lead to food security and reduce our reliance on imported grain.



There is also scope to up-scale value-added in nutmeg and cocoa production; we are merely ‘scratching the surface’ with our jams, jellies, oils, and chocolates. Research and development must be prioritised with a view to unleashing untapped potential of the cocoa and nutmeg industries. Importantly also, the Grenada Cocoa Association and the Grenada Co-operative Nutmeg Association must be fundamentally transformed if they are to remain relevant in supporting the cocoa and nutmeg industries as we approach the 3<sup>rd</sup> decade of the 21<sup>st</sup> century.

With respect to the fishing subsector, large-scale processing must be incentivised and prioritised to allow for example, the production and export of canned tuna, fish burgers, fish steaks, and other fish products. Our ocean provides significant opportunities to revolutionise our fisheries industry in a sustainable manner, for job and wealth creation, food security, and socio-economic transformation. Therefore, our fleet of fishing vessels will have to be expanded and modernised and state-of-the-art fish processing facilities will have to be established.

In the final analysis, increasing value added in production would require the widespread use of technology, as well as research and development, a supporting policy and institutional framework, financing, marketing, famers' education, and an entrepreneurial mind set.

#### *3.2.1.1B Technology*

The widespread use of modern technology is necessary to improve farming practises, expand production, enhance efficiency, reduce cost, foster commercial farming, and by extension, generate major social, economic and environmental benefits. Up-scaling investments in mechanisation, developing Agricultural Applications to connect famers to local buyers, and applying drone technology to help fight the scourge of praedial larceny are examples of strategic actions that support a modern agricultural sector.

#### *3.2.1.1C Youth Involvement*

Attracting young people to agriculture requires early inculcation of agriculture's value and significance. All schools, at all levels (public and private) should have farms to teach children about farming and produce supplies for the school. Students should participate in the practical work (modernising the 4H Programme). Sparking their interest at an early age is the first step, the next crucial step is to keep them engaged, which would require targeted and strategic interventions such as:



1. Using social media to promote agricultural education and agricultural business ideas and tips.
2. Improving the image of agriculture by emphasising the use of technology in agriculture, highlighting the stories of successful farmers and agribusiness owners, and promoting the benefits of agriculture.
3. Making agricultural science a compulsory subject in all schools. The syllabus should focus on agribusiness and entrepreneurship, linked to modern technology and innovation.
4. Establishing a young farmers' support programme that prioritises access to land, financing (grants and low-interest loans), and training for young farmers involved in agribusiness.
5. Introducing an annual 'Technology in Agriculture Youth Expo' to get youth involved in the creation of technological applications and scientific inventions that can improve agricultural production, practices, and processes.

#### *3.2.1.1D Capacity Building and Research and Development*

Modern training for agricultural officers, extension officer, and farmers must be scaled up. Farmers must be adequately skilled and equipped to respond to the changing agricultural landscape through modern extension support services, training in new techniques and approaches, and sharing of 'good' practices. Additionally, a comprehensive training and capacity building programme that focuses on functional literacy and numeracy, as well as financial management and basic business skills must be systematically

implemented in farming communities across Grenada, Carriacou and Petite Martinique. Research must also be scaled up into the development of uniquely Grenadian products from our local natural resources.

This National Plan recognises that the medical marijuana industry is one of the new economic frontiers and as such, local research should be intensified to provide strategic guidance on how best to seize potential opportunities and manage potential risks that might be associated with the cultivation of a medical marijuana industry in Grenada. A medical marijuana advisory committee should be established to carry out/commission research and provide advice on a strategic path forward. The advisory committee should include representatives from the Rastafarian community, legal fraternity, churches, social workers, medical fraternity, academia, farmers, public sector, and private sector.

### *3.2.1.1E Climate-Smart Agriculture*

The agricultural sector has to adapt to climate change. Ongoing efforts in this regard must be scaled up to *inter alia*: (a) facilitate the widespread application of climate-smart practices throughout the sector; (b) modernise irrigation systems and practices; (c) increase organic production to reduce the reliance on chemicals and pesticides and better support healthy eating; and (d) strengthen hazard mitigation for the sector. Importantly also, a comprehensive agricultural insurance framework must be developed. Systematic improvements in zoning and land use planning and management are also necessary to support the sector's adaptation to climate change; in this regard, robust implementation of the National Land Policy will be important.



### *3.2.1.2 Sustainable Tourism*

The United Nations' World Trade Organisation defines sustainable tourism as 'economic viability, local prosperity, employment quality, social equity, visitor fulfillment, local control, community wellbeing, cultural richness, physical integrity, biological diversity, resource efficiency, and environmental purity'.<sup>5</sup>

This National Plan recognises that our tourism policies and activities must take into account not only the needs of the tourists and tourism businesses, but of necessity, also consider local communities as well as current and future social, economic, and environmental issues. Accordingly, this National Plan advocates for the mainstreaming of nature-based tourism, eco-tourism, and cultural tourism.

We respect to nature and eco-tourism, Grenada has to position itself to capitalise on the rapid expansion in the Global Health and Wellness industry, which is a multi-billion dollar market. According to the Global Wellness Institute, wellness is now a U\$4.2 trillion Global Industry, with 12.8 percent growth in 2015-2017. The market for health and wellness products is forecasted to grow by 5.9 percent over the period 2018 to 2026. This industry comprises many elements: fitness; healthy lifestyles education; nutrition counselling; healing; preventative medicine; stress or depression management; and holistic, naturopathic, and alternative medicinal practices/therapies.

<sup>5</sup> <https://sdt.unwto.org/content/about-us-5>.

This industry offers a high-end niche in which Grenada, with its natural herbs, spices, medicinal crops, lush beauty, and serenity can capitalise on. Of necessity therefore, is the need for strategic actions to unlock the potential of this nascent subsector. Accordingly, traditional healers must be encouraged to enhance their training, certification, and standards. Their skills must be bolstered in the area of formulation and development of treatment therapies and interior designs of wellness and treatment facilities. Also, more local spas with trained staff are needed.

Additionally, more local quality extracts, oils, and other beauty care inputs must be produced to meet the demands of local, regional and global consumers. The development of this subsector must be linked to increasing value added in agriculture-based extracts, potential geothermal health products, and eco-tourism. These necessitate an understanding of global trends in the health and wellness market about new products (for example, medical marijuana), treatments, competitors, and possible partners. Expanding our production of flowers, reviving our flower gardens, and creating a new botanical garden must also be included in our strategic actions to expand and enhance the Pure Grenada Brand to include health, wellness, and wholesomeness.

With respect to yachting, Grenada has many competitive advantages that support eco and nature tourism, such as sheltered anchorages, high quality marinas and boatyards, a good range of yachting and marine service facilities, international air links, proximity to the Grenadines idyllic cruising waters, complementary sporting activities, and on-land tourist attractions. To truly harness the full potential of the yachting sub-sector for socioeconomic development and transformation, its further growth and development must be supported by a cadre of skilled and trained Grenadians to service it in areas such as yacht repairs (mending sails and other activities) and other technical areas.

Regarding cruise tourism, Grenada must reposition itself as a destination of choice in sustainable cruise tourism that offers travellers: (a) ‘transformational’ experiences from cultural immersion and volunteerism to extreme adventures; (b) sustainable tourism experiences in which they can participate in activities in local communities; (c) ‘multigenerational’ and ‘skip-generational’ (grandparents and grandkids) cruising; and (d) health and wellness trip services and experiences on land, and local spa services. The global demand for cruising has increased 20.5 percent in the last five years. According to the 2018 Cruise Industry Overview<sup>6</sup>, cruise lines have 50 vessels on order over the period 2018 to 2025, representing an investment value of more than US\$ 51.0 billion. Grenada must certainly position itself to capitalise on this trend to deliver a uniquely-Grenadian destination experience that is premised on sustainability.

With respect to cultural tourism, our time-honoured tradition of wooden boat building in Carriacou, must be preserved and expanded. Boat building in Carriacou has benefited from global recognition from the award-winning documentary film *Vanishing Sail*, which captured the significance of boat-building on the sister isle. This is a truly authentic Caribbean island tradition unique to just a few islands; Carriacou, Petite Martinique and Bequia. We must continue to support this community boat building and empowerment project to train young people in this traditional boat craft, develop skills exchange programmes with international boatbuilding academies, increase boat financing and insurance options, and identify and support the development of other coastal community traditions to become authentic tourist experiences. Such product development can contribute significantly to addressing rural/youth unemployment and vulnerability.

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<sup>6</sup>Cruise Lines International Association, 2019 Cruise Travel Trends and State of the Industry Outlook Report.

Additional priorities to mainstream sustainable tourism include: (a) transitioning our hospitality training center into a tourism centre of excellence that caters to the full spectrum of sustainable tourism activities; (b) introducing new legislation that requires all tourism properties/businesses to reduce their carbon foot print through strategic climate adaptation and mitigation measures; and (c) expanding linkages between the cruise, stayover, and yachting subsectors to other sectors and activities such as culture, agriculture, and sport.

### **3.2.1.3 The Blue Economy**

In as much as Grenada is a SIDS, it is also a ‘Big Ocean Country.’ Indeed, our economic space in the sea is 26,000 square kilometers, which is 75 times larger than of our land mass. This reality provides us with tremendous opportunities to exploit the Blue Economy for sustainable economic growth, development, and transformation to create jobs and wealth for Grenadians.

The Blue Economy is linked closely to our major established industries of tourism and fishing. Developing the Blue Economy will help maximise the potential of these industries. It will also promote other activities such as diving, yachting, aquaculture; add value to marine products, ports and marina services, and expand research into marine phenomena such as underwater volcanoes.

Grenada’s Blue Growth Vision, articulated in its Blue Growth Master Plan is ‘to optimise the coastal, marine, and ocean resources to become a world leader and international prototype for Blue Growth and Sustainability.’ Indeed, Grenada is already recognised as a global leader in efforts to transform its economy into a Blue Economy Ocean State. These efforts aim to unlock the considerable potential of the oceans around the island and our coastal areas to create jobs, boost economic growth, and decrease poverty, while reducing vulnerability to climate events. It must be noted that local dive shops, hotels and marinas have launched climate-related programmes, such as replanting of trees and mangroves, introduced small artificial reefs as coral and fish nurseries, invested in water and energy efficiency, as well as in renewable energy sources. Indeed, segments of the private sector are already setting the basis to upscale ecosystem-based services; they must be encouraged and incentivised to sustain and expand their efforts.

Further expansion of the Blue Economy resides in Grenada’s Scuba Diving cluster as it has natural advantages as an idyllic scuba diving destination. With more than 60 dive sites, Grenada enjoys exquisite corals, sponges and marine life along with a great range of reefs, wrecks, and drift diving sites. Snorkel trips are also available at all the dive centres. Due to our tropical location, Grenada, Carriacou and Petite Martinique are a year-round diving destination. In addition to the vibrant reefs, there is a great collection of shipwrecks. Grenada is also home to the world’s first unique ‘Underwater Sculpture Park’; recognised by National Geographic as one of the world’s most awesome places to visit.



Our marine endowments must be monetised and capitalised on in a sustainable manner to help meet our environmental sustainability objectives, as well as to support our socioeconomic advancement and transformation. Development of the Blue Economy will require tackling pollution, reef damage, overfishing, and climate change. Importantly also, it will also require community involvement given that most of the population live along the coastline.

This National Plan recognises the essentiality for the strategic implementation of the Blue Growth Coastal Master Plan to guide Grenada's path toward a sustainable Blue Economy through the development of 'Blue' projects and programmes that are innovative, economically viable, culturally fit and environmentally friendly. This Plan also recognises that a complementary pillar of the Blue Economy must be the operationalisation of the Blue Growth and Oceans Governance Institute to promote research and knowledge sharing for the benefit of the entire Caribbean region.

#### **3.2.1.4 The Green Economy**

Transitioning to a Green Economy will require us to improve how we use and manage our natural resources to synchronise economic activity and environmental sustainability. This synchronisation is important to create 'green jobs' and advance sustainable development and transformation. Accordingly, investments in clean and renewable sources of energy such as wind, hydro, and solar power for domestic and industrial use must be scaled up.

Therefore, in addition to ongoing geothermal exploration activities, scaling up of renewable energy activities must include: (a) developing incentive packages to clean energy services to reduce demand for fossil-fuel-generated electricity from the grid; (b) launching Pay-as-You-Save (PAYS)<sup>7</sup> and Lease Financing Initiatives to support financing of energy efficiency activities; and (c) mainstreaming clean energy activities into climate change adaptation strategies so that the focus of the Green Economy is on building resilience.

Furthermore, our Green Economy strategy must, of necessity, promote the use of some form of renewable technologies in all buildings (public and private) across our Tri-island State, electricity generation, and transportation so that we meet or even surpass our targets established for the reduction of greenhouse gas emission by 2035, while simultaneously creating sustainable 'green jobs'.

Building capacity to effectively support the deployment of green initiatives and activities is integral to the development of the Green Economy. For example, our geothermal pursuits would require a cadre of local technical and professional persons with the requisite training, skills, and qualifications to support geothermal development and operations in Grenada. Training and scholarships in this and other related areas must be part of the holistic agenda to support the Green Economy.

<sup>7</sup> This means spreading the cost of energy-efficient renovations of residential and commercial buildings over a substantial period of time where the energy savings from the renovation helps pay for the renovation loan.

### **3.2.1.5 The Orange Economy**

The Orange Economy includes all the sectors ‘whose goods and services are based on intellectual property - advertising, architecture, crafts, design, fashion, film, games and toys, music, publishing, research and development, software, TV and radio, videogames, and visual and performing arts’ (Inter-American Development Bank [IDB], 2017). The Orange Economy is rapidly growing in various countries and regions globally. IDB (2017) estimated that in 2015, the Orange Economy generated more than US \$124.0 billion in revenues and provided jobs to more than 1.9 million people in Latin America and the Caribbean<sup>8</sup>.



Grenada, being rich in culture and heritage, certainly has an abundant supply of creative talents and imaginations, which, if properly developed and harnessed, can allow us to compete regionally and globally. We must therefore leverage our cultural attributes to generate decent and sustainable jobs, preserve our cultural heritage and identity, create social impact, and advance sustainable development and transformation.

This NSDP 2020-2035 recognises the important role for Government in providing an enabling environment to adequately support the creative arts and industry. Strategic actions will therefore require the preparation of a comprehensive strategy and action plan for the development of the Orange Economy, underpinned by legislation and enabling infrastructure and institutional arrangements.

Such a strategy must include measures to support and promote theatre and the creative arts. It should also include specific actions to preserve our carnival, for example introducing carnival studies into our school curricular (starting at the primary level), offering more scholarships in Carnival studies, as well as institutionalising the teaching of mas production, wire bending, steel pan, the history of Jab Jab, short-knee, Shakespeare mas, fancy mas, and other aspects of our carnival in all schools. The strategy must also include measures to support and promote Grenadian writers, poets, playwrights, comedians, actors/actresses, musicians and others artists. In this regard, the construction of a modern, state-of-the-art centre of excellence for culture (for performing arts, visual arts, poetry, music, and dance) is a key priority during the lifespan of this National Plan. Importantly also, the National Cultural Foundation and the Spice Mas Corporation should be merged to achieve greater efficiency and impact; the merged entity can be called the Grenada Cultural Authority.



<sup>8</sup>Inter-American Development Bank, 2017: ‘Orange Economy: Innovations you may not know were from Latin America and the Caribbean.’

### **3.2.1.6 The Silver Economy**

The Silver Economy relates to socioeconomic activities generated from hydro-carbon (oil and gas). Exploration conducted of our subsea revealed a promising potential of hydrocarbon, which can contribute to our economic diversification and structural transformation to create more wealth and jobs for our people. The creation of a viable and sustainable oil and gas industry in Grenada in the long term would require strategic actions to be taken to lay the platform for the creation and development of the industry. Strategic actions must address: (a) issues of governance and institutional arrangements including the creation of a sovereign wealth fund to effectively manage the revenues of the industry to provide maximum benefits to our peoples; (b) legislative reform; (c) training, and research and development; and (d) strategic partnerships with neighbouring countries. Moreover, it is crucially important that in our pursuit of hydrocarbon development, we in no way compromise or undermine the attainment of our environmental sustainability objectives. Therefore, our hydrocarbon activities must, of necessity, strike a comfortable balance between energy, the environment, and sustainable development.

### **3.2.1.7 The Digital Economy**

It is common knowledge that technology is rapidly advancing and evolving globally; from big data, cloud computing, smart phones, social media, high bandwidth, artificial intelligence, robotics, and block chain technology. These technologies can be used across several industries and spheres including banking, e-commerce, money transfer services, real estate, health, tourism, and education just to name a few. Make no mistake about it, these technologies are highly disruptive and are already changing the world as we know it. The implication for Grenada is that we must adequately prepare ourselves to exploit the tremendous opportunities, while simultaneously mitigating risks that come with technological advances.

Grenada has accepted ICT as a mainstream tool of national development and transformation. While there are policies and legislations in place (Interception of Communication Act, the Electronic Transfer of Funds Crime Act, the Electronic Evidence Act, the Electronic Filing Act, and the Electronic Crime Act) to support the enabling environment for the use of technology in business processes, these legislations will have to be updated and/or replaced by new ones that support social and economic life in Grenada in the 21<sup>st</sup> century. Indeed, the society and economy of the future will be a ‘digital’ society and economy.

This National Plan provides an opportunity to set in motion the development of a comprehensive strategy and action plan to guide our transition to a digital economy and society, with the ultimate objective of improving the way we work, do business, and interact with each other. Two key aspects of that digital transition strategy and action plan must include: (a) developing our digital infrastructure to modernise E-government and E-business services, as well as to support the use of a digital EC dollar which, more than likely, will become a reality during the life span of this National Plan; and (b) capacity building to develop and/or upscale the creation of technological Applications and innovative inventions. It is envisaged that strategic partnerships could be forged with technology companies in areas such as block chain as the technology becomes more pervasive in the Caribbean in the coming years.

During the life span of this National Plan, a ‘Digital Technologies Development Zone’ should be created that brings together tech entrepreneurs (especially youth) from across Grenada, Carriacou, and Petite Martinique to create digital Applications to provide real solutions to real Grenadian problems. For example, uniquely Grenadian digital Applications can include: (a) ‘Agricultural Apps’ to connect farmers to markets locally, regionally and globally; (b) ‘Tourism Apps’ to connect regional and international

travellers to hotels, guesthouses and AirBnB accommodations and attractions across our Tri-island State; (c) ‘Cultural Apps’ that gives a step-by-step demonstration of how to prepare one’s self as a ‘Jab Jab’ or how to make Oil Down for example; and (d) ‘Financial Services Apps’ to expand mobile/digital financial services, especially in our rural villages.

Indeed, our financial institutions must evolve and become digitally savvy. Advances in financial technologies (fin-tech) necessitate that financial institutions, especially commercial banks, credit unions, and the Grenada Development Bank become more agile, innovative, flexible, and increase their capacities to adapt and respond to the technological changes so that they remain relevant. Indeed, financial institutions of the future will be digitally driven and defined by their technological capabilities and not by their physical structures or branch networks. This National Plan envisions kiosk-based solutions with voice-recognition technology or finger-print technology that can be used to conduct financial business. It also envisions smaller numbers and sizes of branches, located in spaces where Grenadians already do business, such as in supermarkets, malls, gas stations, and in social spaces. The financial hubs that are envisaged during the lifespan of this Plan will provide more digitally-enabled financial services.

Therefore, financial institutions in Grenada must reengineer themselves both strategically and operationally. This will require up-scaling investments in new functionalities and forging strategic partnerships with fin-tech companies regionally and internationally. They must fully embrace fin-tech in the delivery of financial services so as to strengthen customer relationships, improve operational controls, enhance cost efficiencies, and reduce risks. However, as financial institutions reengineer and evolve, their regulation and supervision must be strengthened

This Plan also envisions that digital ordering and delivery (restaurants, supermarkets, and business places) would become more pervasive across our Tri-island State during the lifespan in the coming years. Nation-wide training and capacity building in digital literacy must therefore be prioritised.

Table 3.4 summarises key strategic actions that are required to achieve **Outcome #4 - Broad-based, Inclusive, and Sustainable Economic Growth and Transformation**. This Outcome is aligned to SDG# 8 - Decent Work and Economic Growth, SDG# 12 – Responsible Consumption and Production, SDG # 14 – Life Below Water, and SDG# 15 – Life on Land.

**TABLE 3.4 - OUTCOME #4: ISSUES AND STRATEGIC ACTIONS**

Issues/Challenges	Proposed National Strategic Actions	Responsible Ministries/Agencies
Low value-added in agricultural production	1. Establish a mega agro-processing plant to add significant value to our spices, herbs, fruits, and vegetables for local consumption, as well as for exports.	MOA in partnership with private sector
	2. Increase investments in large-scale freezing and storage facilities.	
Limited research & development in agriculture	3. Construct a modern state-of-the-art fish processing facility to facilitate the production and export of canned tuna, fish burgers, fish steaks, and other fish products.	Fisheries Division, MOI in partnership with private sector
	4. Prioritise research and development with a view to unleashing untapped potential of the cocoa and nutmeg industries.	MOA in partnership with private sector and academy
	5. Scale up research into the development of uniquely Grenadian products from our local natural resources.	
Youth underrepresentation in agriculture	6. Establish a medical marijuana advisory committee to carry out/commission research and provide advice on a strategic path forward.	MOT, MOA in partnership with the private sector and NSAs
	7. Use social media to promote agricultural education and agricultural business ideas and tips.	MOA, MOE, Ministry of Youth Development, farmers' organisations, Media, financial institutions
	8. Improve the image of agriculture by emphasising the use of technology in agriculture, highlighting the stories of successful farmers and agribusiness owners, and promoting the benefits of agriculture.	
	9. Make agricultural science a compulsory subject in all schools at all levels. The syllabus should focus on agribusiness and entrepreneurship, linked to modern technology and innovation.	
	10. Establish a young farmers' support programme that prioritises access to land, financing (grants and low-interest loans), and training for young farmers involved in agribusiness.	
	11. Introduce an annual 'Technology in Agriculture Youth Expo' to get youth involved in the creation of technological applications and scientific inventions that can improve agricultural production, practices, and processes.	
Limited use of technology in agriculture	12. Upscale investments in mechanisation. Develop Agricultural Applications to connect famers to local buyers and apply drone technology to help fight praedial larceny.	MOE in partnership with the private sector
Capacity building and training in agriculture	13. Up-scale modern training for agricultural officers, extension officer, and farmers.	MOA, private sector, civil society
	14. Develop and implement in farming communities a comprehensive training and capacity building programme that focuses on functional literacy and	

	numeracy, as well as financial management and basic business skills.	
Climate-smart agriculture	15. Increase organic production to reduce the reliance on chemicals and pesticides and support healthy eating.	MOA, MOCR, Climate-Smart Agriculture Programme (SAEP), private sector
	16. Facilitate the widespread application of climate-smart practices throughout the agricultural sector.	
	17. Develop a comprehensive agricultural insurance framework.	
	18. Strengthen hazard mitigation for the agricultural sector.	
	19. Modernise irrigation systems and practices.	
Inadequate mainstreaming of sustainability into traditional and non-traditional tourism activities	20. Mainstream sustainability in all tourism policies and activities to take into account not only the needs of the tourists and tourism businesses, but also the needs of local communities, as well as current and future social, economic and environmental issues.	Ministry of Tourism (MOT), Grenada Tourism Authority (GTA)
	21. Introduce new legislation that requires all tourism properties/businesses to reduce their carbon footprint through strategic climate adaptation and mitigation measures.	Cabinet, MOCR, MOT, Ministry of Legal Affairs
	22. Expand the production of flowers, revive flower gardens, and create a new botanical garden.	MOT, GTA, MOA, private sector
	23. Link cruise marketing to Health and Wellness Tourism and Creative Industries clusters.	MOT, GTA, MOH, Ministry of Culture
	24. Develop quality standards for the Health and wellness industry and train industry personnel to international standards of health and wellness.	MOH, MOT, GTA, Grenada Bureau of Standards
	25. Undertake cluster and value chain analysis of Grenada's Health and Wellness Industry to (a) exploit our natural herbs, spices and medicinal plants; and (b) define a marketing plan for the development of Grenada's Health and wellness brand.	MOT, GTA, MOH, private sector
	26. Develop the wooden boat-building cluster and expand boat financing and insurance options.	MOT, private sector
Untapped potential of the Blue Economy	27. Execute 'Blue' projects and programmes that are innovative, economically viable, and culturally fit.	MOCR, private sector
Untapped potential of the Green Economy	28. Bolster the enabling governance and institutional arrangements and infrastructure to promote the widespread use of some form of renewable technologies in all buildings (public and private), electricity generation, and transportation.	Cabinet, MOCR, private sector
	29. Build national capacity to effectively support the deployment of 'green' economic activities and 'green' jobs.	MOCR, MOE, St. George's University, private sector
	30. Develop an incentive package to providers of energy services that reduce demand for fossil fuel-generated electricity from the grid.	Cabinet, MOF
	31. Launch PAYS and Lease Financing initiatives to support financing of energy efficiency activities.	MOF, MOI/Energy Division

Untapped potential of the Orange Economy	32. Prepare and deploy a comprehensive strategy and action plan for the development of the Orange Economy, underpinned by legislation, enabling infrastructure, and institutional arrangements to support the monetising of our cultural and heritage assets, as well as our creative talents, skills, and imagination.	Ministry of Culture
	33. Develop the Grenada Cultural Authority by merging the National Cultural Foundation and the Spice Mas Corporation to achieve greater efficiency and impact.	Ministry of Culture in partnership with culture stakeholders in public and private sectors.
	34. Strengthen the capacity of the music industry to create competitive products. Institutionalise the teaching of mass production, wire bending, steel pan, the history of Jab Jab, short-knee, Shakespeare mas, fancy mas, and other aspects of our carnival in all schools. Offer more scholarships in Carnival studies.	
	35. Construct a modern state-of-the-art center of excellence for culture (for performing arts, visual arts, poetry, music, and dance).	Ministry of Culture, MOI, MOF private sector
Untapped potential of the Silver Economy	36. Design a comprehensive strategic action plan to effectively guide the development of the Oil and Gas industry to address issues of institutional governance; institutional arrangements including the creation of a sovereign wealth fund to effectively manage the revenues of the industry to provide maximum benefits to our peoples; legislative reform; training; research and development; and neighbouring country collaboration.	Cabinet, MOI/Energy Division, MOF, MOCR
Low adoption of technological innovation	37. Develop a comprehensive strategy with supporting legislation to guide our transition to a digital society and economy.	Ministry of ICT, ICT stakeholders in the private sector, Ministry of Legal Affairs
	38. Establish a 'digital technologies development zone' and incentivise the creation of uniquely Grenadian Applications to being solutions to real Grenadian problems.	Ministry of ICT, Ministry of Trade, Grenada Investment Development Corporation (GIDC)
	39. Develop the enterprise architecture to support E-commerce activities in the private sector and digital service delivery of the public sector.	Ministry of ICT, Technology stakeholders in private sector, external development partners
	40. Expand training and build national capacity in digital literacy.	Ministry of ICT, MOE technology stakeholders in private sector
	41. Reformulate the PPP Roadmap for ICT in Grenada taking into account digitisation, climate change, and the new and emerging areas for sustainable growth and development.	MOI, MOF, MOCR

### **3.2.2 Outcome #5: A Competitive Business Environment**

Grenada's private sector is made up of mainly Micro, Small and Medium-Sized Enterprises (MSMEs), the majority of which are family owned. During consultations for the preparation of this document, local business owners revealed that the business environment is challenged by: (a) shortage of skills; (b) low value added in production; (c) limited market analysis; (d) high business costs especially electricity, transport, and Port charges; (e) inadequate access to finance; and (f) inefficiencies at the Physical Planning Unit in relation to inspection, regulation, monitoring, and enforcing of existing laws. All of these challenges dampen the competitiveness and productivity of local firms.

The 2019 World Bank Doing Business Report ranks Grenada 147 out of 190 countries on the ease of doing business. Our ranking was less favourable than that of all other OECS countries, as well as Barbados, Guyana, Jamaica, and Trinidad & Tobago. Also, our overall score (52.71 out of 100) was lower than the average score for the Latin America and the Caribbean region (58.97) (World Bank, 2019). Areas where we score relatively well include; starting a business (87.3 out of 100), getting electricity (73.3 out of 100), dealing with construction permits (62.5 out of 100), and trading across borders (61.5 out of 100). However, we score fairly in; paying taxes (59.6 out of 100), and enforcing contracts (59.3 out of 100), but poorly in protecting minority investors (43.3 out of 100) and getting credit (30 out of 100).

This National Plan views the following as strategic imperatives for a competitiveness business environment: strengthening institutional support to MSMEs; addressing skills gaps; lowering costs and improving standards and quality; expanding financing options; and nurturing innovation and creativity to increase value added in production. Each is discussed in turn.

#### ***3.2.2.1 Strengthening Institutional Support to MSMEs***

The preparation and implementation of a comprehensive MSME policy and strategy, with supporting legislation to provide strategic direction for the MSME sector is a key priority. At minimum, the policy and strategy should: (a) address the challenges identified by MSMEs in doing business; (b) guide the further development of micro, small and medium-sized businesses; and (c) aid business formation, as well as the shift of small businesses from the informal to the formal sector (especially those small businesses involved in street vending).

The establishment of a high-level and structured mechanism for dialogue between Government and stakeholders in the private sector is also a priority. One objective of the proposed high-level public-private arrangement would be to achieve consensus on reforms to improve the business environment. The mechanism should have high-level of commitment from the Government that result in complete and timely implementation of decisions.

#### ***3.2.2.2 Addressing Skills Gaps***

Shortages of high-quality skills must be frontally addressed. Ultimately, a comprehensive and structured up-skilling and training programme must be developed and deployed that is geared at building a competent, agile, productive, and purposive workforce with the relevant knowledge and skills to produce goods and services that are competitive locally, regionally, and internationally. Therefore, Government and stakeholders in the private sector must forge strategic alliances that will see for example, the design of sector/industry-relevant training programmes to improve the school-to-work transition so that graduates can be more readily employed and be more productive, while employed. Programmes should

also focus on mid-career training to harness and nurture important human resource qualities, such as work ethics, professionalism, and accountability. Structured and results-oriented apprenticeships should be an integral part of the training programmes.

Further, this National Plan calls for the establishment of industry-run, Government co-sponsored training centers in critical industries such as tourism, manufacturing, construction, ICT, and agriculture to develop the skills of workers, as well as managerial staff. Additionally, incentives to attract and retain teachers of Science, Technology, Engineering, Arts, and Mathematics (STEAM) subjects is also viewed as integral to addressing the skills gaps. Beginning business education at the primary level to expose young students to topics such as business planning, management, and accounting and finance is also necessary to close skills gaps. It would be important for Government and the private sector to partner in these areas. Building skills for the future is also crucial as discussed in an earlier section of this document.

### ***3.2.2.3 Lowering Costs and Improving Standards and Quality***

The continuation of strong fiscal performance and sound fiscal policies supported by the FRA, and simplifying tax codes where needed, are important tools for improving our business environment. Greater efforts are needed at simplifying business processes, ensuring that business laws are relevant for the modern times, and enforcing business policies in a transparent and coherent manner. The rules that guide the conduct of business activity should be unequivocally and effectively enforced. Improving the microeconomic fundamentals is also crucial. The ease of doing business, the policy, legal and fiscal conditions for promoting business growth and development are important success factors which must be improved against best practices. Reforming the Physical Planning Unit and undertaking strategic investments in alternative energy technologies, such as solar, wind, and geothermal power to diversify energy sources and lower costs are also crucial for improving our business environment. Additionally, injecting greater flexibility in labour contracts and including more scope for part-time and flex-time work can also aid in lowering business cost, while also improving workers' productivity.

Regarding quality and standards, in the implementation of the National Export Strategy and Action Plan 2017-2021, focus must be placed on marshalling skills and a sound institutional framework to support existing and potential exporters. Exporters' capacity to adhere to international quality standards for the export of goods and services must also be enhanced. In this regard, the development and implementation of a national quality policy and action plan are priority actions.

### ***3.2.2.4 Expanding Financing Options***

Lending decisions are based mainly on information available on borrowers. In Grenada, access to finance is constrained due to the absence of a credit bureau or similar source of information on borrowers' credit worthiness. As a result, financial institutions use collateral to compensate for the lack of information. In addition, there is no register that allows the registration, search, or cancellation of collateral. Therefore, a priority in improving the business environment is that ongoing work across ECCU on establishing a credit bureau be speeded up beyond the legislative phase. Similar urgency should be placed on establishing the planned collateral registry. This must be supported by strengthening existing programmes, including through the GIDC, to help businesses produce and maintain financial records, as well as formulate sound loan proposals. Additionally, the financial system must be developed (specifically money and capital markets) to expand saving, borrowing, and investing options for MSMEs.

The cost of finance is another important constraint on business access. Therefore, relevant financial entities (commercial banks, credit unions, and the Grenada Development Bank) should consider tailoring financial products to better suit the needs and repayment capacity of MSMEs. Grenade (2012), in a Growth Diagnostic Study on Grenada, recommended that financial entities work more closely with entrepreneurs to incorporate adequate flexibility in loan contracts. This recommendation remains relevant. In practical terms, Grenade (2012) proposed that loan contracts can reflect pre-specified reduced payments during periods of slow economic activity, such as during the tourism off-season to better meet the needs of a small retailer who caters to the tourism industry. As another example, loan contracts can reflect pre-specified reduced payments for farmers during the dry season when production levels are low. Reduced payments should be negotiated with clear and transparent rules and procedures outlined. Moreover, principles of responsible lending and borrowing should not be compromised. Flexible financing facilities must be closely managed and monitored to achieve three key objectives: (a) reduce operational hurdles that could prevent the facilities from working effectively; (b) entrench payment discipline; and (c) mitigate risks of defaults.

MSMEs in similar and/or complementing activities should be encouraged to consolidate resources and expertise, share profits, pool risks, and lower cost through economies of scale. The probability of accessing finance could be greatly increased if MSMEs approach lending institutions as a fortified consortium, as opposed to on an individual basis. Reasoned fiscal incentives should be offered to encourage similar-type MSMEs to form strategic alliances or outright amalgamation.

The Diaspora is a financing source as well. The Grenadian Diaspora represents a significant source of potential investment and skills for the country. A survey of members of the Caribbean Diaspora shows that they have a strong interest in sectors with growth potential, including green energy, agribusiness, education, and mobile applications (World Bank, 2013). A strategy for unlocking this potential will include a better flow of information to Diaspora members on investment opportunities and emerging projects. The use of Diaspora loan and/or equity financing should be tapped into as a means of expanding the financing options for local businesses.

### ***3.2.2.5 Nurturing Innovation and Creativity to Increase Value Added in Production***

Innovation and creativity will require an enabling framework, supported by policies to provide incentives, infrastructure, and capacity building. The framework must be supported by the involvement of schools, the private sector, Government, foreign investors, civil society, and the Grenadian Diaspora. Innovation and creativity must also be supported by partnerships with local and overseas researchers. Since innovation thrives on data and information, it will be important for us to explore the potential for researchers to spur these processes by developing databases for use in identifying opportunities and constraints and promoting new creative ideas.

Indeed, learning institutions have an important role to play in nurturing innovation and problem solving. Adequate teaching and other resources for STEAM subjects will help in this process. As part of the curricular of learning institutions (especially primary and secondary schools), courses should be designed that are geared toward unlocking and developing the innovative and creative talents of students. Courses should also be designed to infuse and nurture an entrepreneurial spirit in students.

An ‘ideas bank’ should be established to ascertain innovative and creative ideas that can improve production processes and create new high-value added products and activities. A special website should also be created to facilitate suggestions from citizens, residents, and even visitors to Grenada. Ideas

should be incorporated in sector strategies that are geared toward structural transformation. Also, the legal framework for protecting intellectual property rights must be strengthened and incentives developed through the tax system to encourage more spending on research and development. In addition, fiscal policy should be used to foster innovation through the provision of grants for the development of research proposals and projects. Moreover, institutions such as the GIDC will have to update their operating processes and policies to provide increased support to entrepreneurs involved in creativity and innovation. Support could include the establishment of an innovation incubation lab.

Importantly also, MSMEs that are currently engaged in low-value added production must be encouraged to join forces to be more internationally competitive. MSMEs must be exposed to international ‘good’ practices in areas that are geared at improving their competitiveness and productivity. MSMEs should also be incentivised to invest in cutting-edge technological equipment to support increased value-added for example from the production of nutmegs, cocoa, herbs, spices, fruits and vegetables, and marine products. Indeed, there is scope to expand our fisheries industry to tap into global consumption trends. An expanded fisheries sector will require the construction of a modern state-of-the-art fish processing plant, as well as world-class logistics and marketing.

### **3.2.2.6 Economic Growth Council**

This National Plan recognises the need for a formal institution to steer the development of the new and emerging growth sectors. Therefore, it views the establishment of an economic growth council as a necessary undertaking. The idea is to have a core team of ‘movers and shakers’ across the private sector (business owners/managers operating in key sectors), Government, and NSAs such as the academy, youth, women, environmental stakeholders, and CBOs engage in intensive discussions (**in the form of “Growth Labs”**) for a specific period of time leading up to the annual Budget. Some objectives of the Economic Growth Council can be to:

1. Facilitate intensive brainstorming of practical/pragmatic ways to fast track strategic activities needed to develop new growth areas.
2. Identify concrete and high-impact reforms (short-term/medium-term) to boost inclusive economic growth and create sustainable jobs.
3. Develop a results-oriented action plan to accelerate inclusive sustainable economic growth.
4. Make recommendations to Government on concrete policies and reforms to promote inclusive growth, based on prioritisation for greatest impact (recommendations should be included in the national Budgets).
5. Monitor the implementation of agreed actions.
6. Facilitate national consultations on inclusive economic growth.
7. Commission and/or conduct sector studies. In sectors where challenges are identified, solutions should be developed so that the business environment is improved for potential entrants.

Table 3.5 summarises key strategic actions required to achieve **Outcome #5 - A Competitiveness Business Environment**. This Outcome is aligned to SDG# 8 - Decent Work and Economic Growth; SDG# 9 - Industry, Innovation and Infrastructure; and SDG# 17 – Partnerships for the Goals.

**TABLE 3.5 - OUTCOME #5: ISSUES AND STRATEGIC ACTIONS**

Issues/Challenge	Proposed National Strategic Actions	Responsible Ministries/Agencies
Underdeveloped MSMEs	1. Develop and implement a comprehensive strategy and action plan for the development of MSMEs, with supporting legislation.	Ministry of Trade, GIDC
	2. Provide support to exporters to comply with international standards. Support new exporting firms to building their capacity to enter and sustain export markets.	Ministry of Trade
	3. Strengthen institutional structures and implement programmes to reduce the barriers to women's employment, entrepreneurship and leadership and facilitate women's empowerment. Increase women's access to the means of production.	Ministry of Trade, MOSD
	4. Develop an integrated institutional framework and support services to promote products and services, drawing on skills and capacities regionally and internationally, including within the Grenadian Diaspora.	MOE, NTA, Chamber of Commerce
Inadequate access to finance	5. Encourage and support the amalgamation or strategic alliances of MSMEs in similar and/or complementing activities to increase scale, reduce/pool risk, and lower borrowing costs.	Ministry of Trade/Cooperatives GIDC, Chamber of Commerce
	6. Introduce flexibility in loan contracts and tailor financial products to better suit the needs and repayment capacities of MSMEs.	Financial institutions
	7. Deepen the financial system (develop money and capital markets) to expand saving, borrowing and investing options for MSMEs.	Grenada Financial Regulatory Authority, financial institutions
	8. Increase flow of information to Diaspora on investment opportunities and projects. Explore the use of Diaspora loans and/or equity financing to fund projects in new and emerging growth sectors.	GIDC, private sector
	9. Promote innovation partnerships with researchers. Establish fiscal incentives to support research and innovation.	MOE, private sector
	10. Create an 'ideas bank' to ascertain innovative and creative ideas that can improve production processes and create new high-value added products and activities. Develop databases for identifying opportunities for innovation and creativity.	Ministry of ICT, Chamber of commerce, GIDC
	11. Strengthen the legal protection of intellectual property.	Ministry of Legal Affairs, Intellectual Property Office
Weak productivity and competitiveness of exporting businesses	12. Establish an economic growth council to guide and monitor policy reforms to support new areas of economic growth.	MOF, Ministry of Trade, private sector, GIDC, NSAs
	13. Design industry-relevant training programmes to improve the school-to-work transition. Start business education at the primary level.	MOE, NTA, Chamber of Commerce

### **3.2.3 Outcome #6: Modern Climate-and-Disaster-Resilient Infrastructure**

Grenada's infrastructure provides the framework for the country's economic, social, and cultural development and has significant impacts on environmental sustainability. Building and maintaining resilient infrastructure require long-term commitments and capital outlay that are very difficult to reverse and have major implications for economic and social development, as well as the environment. Climate change also creates major challenges for infrastructure development through the impact of sea level rises, extreme weather events (storm surges, hurricanes, increasing incidence of intense rainfall and drought, and high temperatures), and the need to reduce carbon emissions.

Grenada also has to deal with an aging stock of infrastructure that must cope with growing needs from the people and the economy. Major infrastructure investments lock in patterns of development for decades to come and it is critical that investment decisions be evidence based. Grenada also has to struggle with infrastructure gaps, including in basic energy, water and sanitation services, and transport connectivity. Investments in infrastructure will comprise the highest proportion of public and private sector investments.

This section examines two key aspects of economic and social infrastructure; transport and water.

#### **3.2.3.1 Transport**

**Current Status:** Grenada's transport infrastructure consists of a network of about 700 miles of roads and bridges, four seaports (two in St. George's, one in Grenville, and one in Harvey Vale, Carriacou), and two airports (the Maurice Bishop International Airport [MBIA] in St. George and Lauriston Airport in Carriacou). The Lauriston Airport is used mainly for domestic flights. The network of roads is good, but structural integrity of the bridges need to be improved as most are old and can only accommodate one lane of traffic. The present port facilities are too small to accommodate large ships, there is congestion on the Ports, the infrastructure is old and need upgrade, and they were not designed to accommodate present demands.

**Trends:** Significant trends include: (a) increases in the amount of vehicles imported and on the road (estimated at about 1,200 vehicles per year) and consequently increased fuel demand from the sector and increased congestion on the roads as well as road accidents; (b) significant increases in the size of cargo and tourist ships; and (c) growth in the tourism industry - increasing tourist arrivals by seas as well as size of aircraft and air craft arrivals, and demand for domestic air travel.

#### **Challenges:**

- I. Roads - financial resources, technical capacity to facilitate changes, inadequate parking facilities, unreliable public transportation system, roads not properly constructed, inadequate maintenance, limited lands space to facilitate expansion, traffic congestion, and accidents). Additionally, the road network is highly vulnerable to climate change events such as increasingly intense rainfall, sea level rise, and storm surges. This is exacerbated by the lack of proper drainage in many areas as well as the topography of the country and the location of a large portion of the network along the coast. The continuous increase in the number of vehicles and vehicular traffic places additional stress on the network. Access to many rural and agricultural areas is still constrained by the absence of proper roads despite the investments in farm and feeder roads over the past 10 years.

- II. *Bridges* - lack of financial resources, technical capacity to facilitate changes, limited lands space, and traffic congestions in bridge areas.
- III. *Seaports* - no land to facilitate expansion, present facilities cannot accommodate the implementation of new technologies as they relates to loading and unloading containers, lack of a ferry service terminal, and limited financial resources.

**Opportunities:** Grenada has received funding in the amount of US\$29.0 million from the Department for International Development and the Caribbean Development Bank (CDB) for the ‘Grenada Western Road Corridor Project’, which is now in the implementation. Funding has also been negotiated with the Kuwaiti Fund and Organisation for Petroleum Exporting Countries’ Fund for International Development for the third phase of the ‘Farm and Feeder Road Project’, and is also under negotiations for components of the Western Main Road and the Southern Corridor (St. George’s to Grand Anse). A proposal is also under preparation by the Ney York University for submission to the Green Climate Fund (GCF) for the development of the Southern Corridor (Carenage to Point Salines), the portion of the Eastern main road from Marquis, St. Andrew to Grenville, densification of St. George’s town, and protection of the Carenage and MBIA from sea level rise.

### **3.2.3.2 Water**

**Current Situation:** Freshwater production is strongly aligned to the seasonal weather patterns, the wet and dry seasons. Potable water on mainland Grenada is drawn from 23 surface and six groundwater supply sources on mainland Grenada that provide a maximum of 31,800 m<sup>3</sup>/day in the dry season and 54,600 m<sup>3</sup>/day in the rainy season. Most of the potable water collection, treatment, and distribution are done by the Grenada National Water and Sewerage Authority (NAWASA), which is a statutory Body. The demand for water in the dry season is 54,600 m<sup>3</sup>/day and in the rainy season it is 45,500 m<sup>3</sup>/day. The tourism sector is considered to be the largest consumers of the potable water resource, aside from domestic (residential). The majority of homes in mainland Grenada have access to piped water supply, with the exception of a few villages where treated spring water is used during the wet season and Government-supplied water trucks in the dry season.

Both Carriacou and Petite Martinique are completely reliant on rainwater harvesting to meet their needs for potable water, owing to extremely limited natural water capture on the sister islands. Water is supplied through 33 community rainwater catchments and public buildings such as schools, hospitals, and churches have also installed communal cisterns, which total 78 altogether. Government has recently built two reverse osmosis desalination plants on Carriacou to supplement the needs of the sister islands.

Grenada’s agriculture is predominantly rain-fed (98.0 percent of arable land); however, estimates of the agricultural water demand were placed at 15.0 percent of the total demand. Water for agriculture is typically pumped from the downstream of rivers (about 92.0 percent) for larger operations, while for small backyard-type gardening, treated water from public mains (about 6.5 percent) is the main water source. Water for livestock production comes from the public water supply, but there are little efforts to treat the generated wastewater before discharging into public waterways (Draft National Water Policy 2019).

**Trend:** Rising demands, particularly from the tourism sector and increasing adverse impact of climate change (silting of dams and damage to distribution lines during intense rainfall periods, increasingly intense dry seasons) on supply.

**Challenges:** While access to potable water in Grenada has improved over the last 10 years and has historically been consistent for most parts of the country, water demand is expected to increase, driven by population growth and expansion in the tourism and agricultural sectors. Further, current climate variability and future climate changes in temperature and rainfall will affect freshwater availability, and Grenada is already feeling these effects. The proximity of many of mainland Grenada's and Carriacou's potable water wells to the coastline are also a major concern, particularly in respect to rising sea levels and saline intrusion. Very little information is available about the quality of freshwater sources in Grenada and there are no formal environmental monitoring programmes in place to assess the health of watersheds. Water resource management activities in Grenada are co-ordinated chiefly by NAWASA, the MOA, and the MOH (Environmental Health Department).

**Opportunities:** In 2018, a grant of EC\$125.5 million was approved by the GCF with co-financing from a German agency for investment in the water sector in Grenada. The project focuses on the following key targets and areas of action: (a) improved water governance; (b) improvements to the water system infrastructure to increase and improve supply and distribution capacity; (c) more efficient use of water by households, agricultural producers, and businesses; and (d) greater efficiency in NAWASA's overall system. Opportunities also exist for supporting increased use of untreated water under the Climate-Smart Agriculture and Rural Enterprise Development Project (SAEP) funded by the CDB and the International Fund for Agricultural Development. There is also potential for increased investment in desalination powered by renewable energy in areas of high demand.

### **3.2.3.3 Spatial Planning**

This National Plan recognises the imperative of balanced spatial development to address issues such as saturation and congestion in urban areas (especially the south of the island), rural underdevelopment, unplanned settlements, infrastructure developments in ecologically-sensitive areas, and poor land use. Therefore, the National Physical Development Plan of Grenada must be updated to reflect the country's sustainable development priorities which necessitate: (a) spatial balance of all sectors and industries; (b) socioeconomic development in all parishes; (c) land use that supports balanced development; and (d) multi-sectoral and spatial linkages. An updated National Physical Development Plan will have to be supported by new and progressive legislation. Importantly also, systematic implementation of the National Land Policy and a fundamental reform of the Physical Planning Unit will be required.

Table 3.6 summarises key strategic actions required to achieve **Outcome #6 – Modern Climate-and-Disaster Resilient Infrastructure**. This Outcome is aligned to SDG# 6 – Clean Water and Sanitation; SDG# 9 - Industry, Innovation and Infrastructure; SDG# 11 - Sustainable Cities and Communities; and SDG #13 – Climate Action.

**TABLE 3.6 - OUTCOME #6: ISSUES AND STRATEGIC ACTIONS**

Issues/Challenge	Proposed National Strategic Actions	Responsible Ministries/Agencies
Vulnerability to climate change impacts (landslides, sea level rise, storm surges) Green House Gas and pollution reduction	<ol style="list-style-type: none"> <li>1. Increase investment to improve drainage systems targeted at entire road network.</li> <li>2. Increase investments in sea defences/ barriers on roads along the coast.</li> <li>3. Implement projects for the protection of the Carenage, MBIA, the Marquis to Grenville Corridor, and Grand Anse Beach from sea level rise (Climate-Smart Cities).</li> </ol>	MOI/Transport
Road congestion and accidents	<ol style="list-style-type: none"> <li>4. Mandate that all drivers take a road safety course prior to the issuing of new drivers' licenses, as well as the renewal of existing drivers' licenses. Licenses should not be issued/renewed until drivers complete the course.</li> <li>5. Introduce a policy that results in the suspension of drivers' licenses if a driver commits more than two offences in one year and cancellation of the license if a driver commits more than two offenses over a 2-year period.</li> <li>6. Invest in the widening of trunk and arterial roads and bridges throughout the country to accommodate increased traffic.</li> <li>7. Enforce building codes to prevent building close to the road and the traffic regulations to prevent parking on the roadside.</li> <li>8. Introduce toll system for vehicles entering the city, major parking facilities outside the city centre, and a structured pay-and-ride system.</li> </ol>	
Limited night transportation	9. Establish/Expand a structured night transportation system.	
Vulnerability of airport(s) and seaports to climate change	<ol style="list-style-type: none"> <li>10. Construct a new climate-resilient airport in Carriacou.</li> <li>11. Increase investments in rainwater harvesting to support rural enterprises.</li> <li>12. Promote increased storage, distribution and use of untreated water for non-consumption activities.</li> </ol>	
Water supply	13. Scale up investments in desalination plants powered by renewable energy.	MOI/Energy
Spatial planning	14. Update the National Physical Development Plan of Grenada to reflect the country's sustainable development priorities. Introduce new and progressive legislation to support spatial balance. Undertake fundamental reforms of the Physical Planning Unit to improve efficiency.	Cabinet, Physical Planning Unit, Ministry of Legal Affairs

### **3.3     Goal # 3: Environmental Sustainability and Security**

#### **3.3.1    Outcome #7: Climate Resilience and Hazard Risk Reduction**

##### **3.3.1.1    *Climate Change***

Climate change is a serious and substantial threat to Grenada's economy and the livelihoods of the citizens.

According to a recent climate screening, 13.5 percent of the 2018's national Budget was at risk of being negatively affected by climate change and 86.0 percent of the economy had an active link to climate change<sup>9</sup>. The tourism sector, contributing 23.3 percent (US\$ 256.1 million) to the GDP and 21.4 percent (10,400 jobs) to overall employment in 2017<sup>10</sup>, is highly dependent on the attractiveness and resilience of the natural coastal environment. Sea level rise, storm surge, and droughts possess the highest economic risks in this sector. According to the Caribsave Climate Change Risk Atlas, '1 m sea-level rise will place 73.0 percent of Grenada's major tourism resorts at risk.<sup>11</sup>' The agriculture sector employs 24.0 percent of Grenadian citizens <sup>12</sup>and contributes primarily to the wellbeing and livelihood of the nation. It is very sensitive to climate change and is likely to be negatively impacted by periods of excessive rainfall, droughts, uneven distribution of rainfall, and extreme weather events. This will lead to soil erosion and land degradation from flooding, salt-water intrusion due to sea level rise leading to loss of crops, thereby threatening the food security of the country. Areas such as Telescope, Big Bay, Small Bay, Soubise and Marquis in St Andrew are already experiencing acute land erosion, while the towns of St. George's and Grenville are prone to serious flooding.

Water scarcity already causes severe problems, in social as in economic terms. Harmful environmental practices such as deforestation and destruction of wet lands, especially in the St. Andrew and St. Patrick parishes are adversely affecting watersheds and water production. Our nation experiences longer and more severe dry seasons; increased temperatures<sup>13</sup>; and heavy rainfall events, causing interruptions in water supply, which particularly affect low-income households. Given the concentration of population and human activity on the coastline and the importance of coral reefs and other marine ecosystems for coastline protection and marine habitats, Grenada, Carriacou and Petite Martinique are most vulnerable. The economic, as well as the social development of Grenada's population is dependent on our ability and capacity to effectively implement climate measures. In a business as usual scenario, our most vulnerable groups will have to bear the costs and negative impacts of missed opportunities.

The National Waste Management Strategy of 2003 provides a framework for a sustainable waste disposal system. Grenada's solid waste management system includes a disposal facility, but it is almost at its capacity and land availability challenges constrain its expansion. Therefore, these challenges necessitate the development of environmentally-sound solid waste disposal infrastructure that includes waste-to-energy and recycling facilities.

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<sup>9</sup>Budget labelling exercise conducted by the GIZ-ICCAS project in 2018.

<sup>10</sup> World Travel and Tourism Council, March 2018.

<sup>11</sup>CARIBSAVE.

<sup>12</sup>CARDI <http://www.cardi.org/country-offices/grenada/>.

<sup>13</sup> "Observations from the gridded temperature datasets indicate that mean annual temperatures over Grenada have increased at an average rate of 0.14°C per decade over the period 1960-2006 (Roehrl 2017 "Assessment of the Vulnerability to Climate Variability and Change of Grenada's Water Sector").

Government has developed various strategies and policies to plan on climate change: The NCCP 2017-2021 serves as the strategic umbrella and is complemented by the implementation plans of the National Adaptation Plan (NAP) and the National Determined Contribution (NDC). Though the Government has increased its efforts to establish structures to improve adaptation and resilience planning as well as access to international climate finance and domestic investments, additional and qualified climate experts employed in the public and private sectors are necessary to complement and absorb the international climate funding and to interlink it with sustainable development. Indeed, more needs to be done to deepen our resilience-building agenda, which requires a concerted move from planning to action.

Certainly, the responsibility for making Grenada a climate-resilient country is not solely Government's. There must be shared responsibility amongst the private sector, civil society and wider NSAs. In relation to the private sector in particular, financial institutions are key stakeholders. Through their lending, financial institutions such as commercial banks and credit unions play an indispensable role in mobilising and allocating financial resources to sectors and industries that can either help to perpetuate our vulnerabilities to climate change or help to promote our resilience. Therefore, it is crucially important that banks and credit unions also demonstrate leadership in fighting climate change. For example, they can launch innovative lending products to finance projects that support climate adaptation and mitigation. They can also develop climate-positive retail products and services that include for example programmes to help consumers purchase more energy efficient homes and appliances, and to invest in climate-positive ways. Lower mortgage rates can be offered on 'eco-loans' that meet certain energy efficiency standards and discounted rates can be offered to incentivise the purchase of electric vehicles.

There is also a greater role for civil society and NSAs to play in fostering access to climate change information and promoting public education on climate change and measures that can be taken at the individual, household, and community levels to adapt to its impacts. Indeed, the vision for a climate-smart Grenada is formulated as a nation that fosters climate-resilient and low-emission education and capacity building, interlinked with social and economic sustainable development, to become the world's first 'Climate-Smart Population.'

### ***3.3.1.2 Hazard Risk Reduction***

The Caribbean region has been touted to be one of the most disaster-prone regions on the globe due to the fragile ecosystem, the vulnerability to natural hazards, and the limited capacity to respond. The best available science has predicted that there will be an increase in the frequency of natural disasters in the region as a consequence of climate change. Further, the science has forecasted that the tropical hurricanes will be stronger and more intense; thus, the economic, social, and environmental costs will rise exponentially.

In 2017 alone, tropical hurricanes wrought billions of dollars in damage to the region. For Grenada, the best available science has predicted that the country will experience increasing damage in the future due to hydro-meteorological events and climate change. Indeed since Hurricanes Ivan and Emily, there has been an increasing concentration of people, industry and critical infrastructure in the coastal areas. Further, while the post Ivan and post Emily theme was 'build back better', the national capacity to do so effectively was not present, and as such, Grenada remains highly vulnerable to extreme events.

Whereas, national policy mandated adherence to building codes and hazards mitigation approaches, the reality remains that not enough has been done on the national level for enhanced resilience given limited

capacity to respond adequately to these challenges. To compound the situation, climate risk insurance and micro insurance schemes are virtually absent, save for the Caribbean Catastrophe Risk Insurance Facility (CCRIF) and some rudimentary agricultural insurance packages. While the CCRIF is lauded as the world's first multi-country risk pooling offering parametric insurance, the national pay-outs received from the CCRIF support national-level short-term relief in the immediate aftermath of a natural disaster, mainly for Government budgetary support, recovery and repairs. Individual-level micro insurance facilities for farmers, fisher folks, artisans and the like are in embryonic stages. There are indeed low levels of risk transfer mechanisms, including general insurance cover due to prohibitive premiums, lack of scale, and general lack of understanding of the attendant issues. Importantly also, public buildings are not insured and private buildings tend to be under insured.

In addition to hurricanes, Grenada is exposed to a number of natural and man-made hazards, such as floods, droughts, landslides, rock falls, earthquakes, forest fires, structure fires, and epidemics, each of which Grenada has experienced at different points in time in its recent history. The impacts of these hazards reinforce our physical, socioeconomic, and environmental vulnerabilities. Thus, a comprehensive resilience and disaster risk management strategy is required to strengthen disaster risk management systems and practices. This strategy must address the essentiality of building the capacity of disaster management professionals in analysing and managing the risk situations concerning the most vulnerable groups.

Table 3.7 summarises the strategic actions that are required to achieve **Outcome #7 – Climate Resilience and Hazard Risk Reduction**. These strategic actions complement those listed in the NCCP 2017-2021 and the NAP. This Outcome is aligned with SDG# 13 - Climate Action, SDG# 14 - Life Below Water, and SDG# 15 – Life On Land.

**TABLE 3.7 - OUTCOME #7: ISSUES AND STRATEGIC ACTIONS**

Issues/Challenges	Proposed National Strategic Actions	Responsible Ministries/Agencies
Climate resilience not sufficiently mainstreamed	<ol style="list-style-type: none"> <li>Develop and implement a National Resilience and Disaster Risk Management Strategy for Grenada, Carriacou and Petite Martinique.</li> <li>Update existing legislation and/or create and enforce new legislation to support environmental protection and sustainability.</li> <li>Strengthen institutional structures and arrangements to support coordination, mainstreaming, and implementation of climate change adaptation and mitigation actions, along with the systematic integration of climate change adaptation into development policies, plans, programmes, projects, budgets, and processes.</li> <li>Strengthen project management capacities to fully integrate the Caribbean Climate Online Risk Adaptation Tool (CCORAL) in the Sector Investment Programme (PSIP) process and integrate climate resilience into the public procurement processes.</li> </ol>	MOCR, in partnership with all ministries and private sector
		MOCR, Ministry of Legal Affairs
		MOCR, in partnership with all ministries

	5. Integrate climate change into education and training Curricular and mainstream into public education.  6. Establish structures and arrangements to promote sustainable waste management and disposal.  7. Expand 'climate-smart lending' by local financial institutions, as well as their offerings of climate-friendly financial products and services.  8. Enlighten the citizenry to allow for adjusted behavioural responses to climate change and increase community participation to promote environmental consciousness of citizens.	MOCR, MOE, Media, civil society, NSAs  MOCR, Solid Waste Management Authority  Financial institutions  MOCR, MOE, Media, civil society, NSAs
Low Global Warming Potential development	9. Update comprehensive greenhouse gas inventory.  10. Introduce minimum performance standards for renewable energy and geothermal development.  11. Phase out high GWP refrigerants. Reduce Grenada's Greenhouse gas emissions.  12. Access and encourage the use of low-carbon emission technology within a regulatory framework supporting renewable energy and energy efficiency.  13. Create more green spaces and promote environmentally-friendly practices across Grenada, Carriacou and Petite Martinique.	MOCR, MOI/Energy Division  MOI/Energy Division private sector  MOCR
Data gaps and no data storage, as well as data management systems in place	14. Set up clearinghouse and data management unit and update data regularly.	MOCR, Ministry of ICT, and CSO
Limited climate expertise available	15. Set up strategy to build local human capacity to assess and respond to climate change; establish climate pool, hire climate experts in Government as well as in the private sector.  16. Establish academic programmes and vocational trainings for 'green' jobs.	MOCR, MOE, TAMCC, New Life Organisation (NEWLO), St. George's University
Change in weather patterns not sufficiently addressed (increase in average annual temperature; reduced annual rainfall, increase in the intensity of tropical storms)	17. Mainstream climate-smart agricultural, soil, and water conservation practices.  18. Promote and support rainwater harvesting on mainland Grenada.  19. Expand marine protected areas.	MOA MOCR  MOCR  MOCR
Disaster risk management not sufficiently mainstreamed	20. Strength the regulatory and operations framework for disaster risk management.  21. Expand insurance coverage of public assets.  22. Expand support to NaDMA in delivery and financing of climate-and non-climate-related disaster preparedness, response, and recovery activities.  23. Build capacity of disaster management professionals in analysing and managing the risk situations concerning the most vulnerable groups;	NaDMA, MOCR  MOF, Insurance Association of Grenada  MOCR, MOF, private sector

	<p>build capacities and increase awareness among the disaster professionals and service providers. Establish/legislate a national disaster fund for Grenada, into which both the private and public sectors contribute.</p> <p>24. Upscale investments in waste-to-energy and recycling facilities to improve the sustainability of Grenada's solid waste infrastructure.</p>	
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### 3.3.2 Outcome #8: Energy Security and Efficiency

Energy is a fundamental requirement for the development of the nation. In this regard, energy for manufacturing, energy for health, energy for the household, energy for recreation, and energy for service provisioning are fundamental. Therefore, access to affordable, reliable, clean and secure energy will drive the sustainable development of all sectors of the economy. Accordingly, to craft a pathway for sustainable development into 2035, a national transition toward sustainable energy or energy efficiency and renewable energy is required. Indeed, as expressed in the public consultations on this NSDP 2020-2035, '*we need a serious focus on renewable energy and energy efficiency.*'

#### 3.3.2.1 Energy Issues and Challenges

The energy market is characterised by petroleum-based products imported into the country. This is not economically, environmentally, or socially sustainable. Grenada's energy needs are essentially satisfied by its heavy dependence on the use of imported petroleum-based derivative: Gasoline, Diesel, Liquefied Petroleum Gas (LPG), Kerosene, and aviation fuels (Avgas and Avjet) to a lesser extent. As a consequence, we are a net importer of energy with 91.0 percent of our energy imported. Energy consumption in Grenada is dominated by the transport sector, including aviation. The fuels consumed in the transport sector include gasoline, diesel and kerosene (including aviation fuel); while in the other sectors, LPG, diesel, and gasoline are mainly consumed. Moreover, electricity, which is produced by diesel, is also consumed in the residential and commercial sectors.

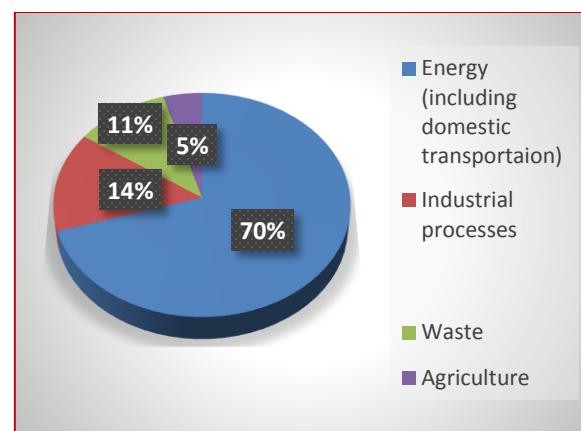
Consequently, the prices on the local market for energy services such as electricity are volatile; but more importantly, have systematically risen over two decades, as shown in Figure 3.2. Moreover, the heavy reliance on fossil-based fuels has also resulted in a relatively high carbon footprint of the island as the generation of electricity and transportation accounts for approximately 70.0 percent of carbon dioxide emissions, as shown in Figure 3.3. Industrial processes also consume a high quantity of energy and as such raising the emissions of the island.

**FIGURE 3.2: AVERAGE FUEL PRICE FOR ELECTRICITY**



Source: GRENLEC

**FIGURE 3.3: AVERAGE CO<sup>2</sup> EMISSIONS BY SECTOR**



Source: Second National Com., 2017

Volatile and high-cost energy products imported into Grenada account for a significant outflow of foreign exchange. Moreover, high and volatile costs of energy products can also move persons into poverty. Many Grenadians are energy impoverished, in that they cannot afford to access high-priced energy products. Access to affordable energy can provide opportunities to improve the livelihood of these individuals, thus assisting them to move out of impoverished conditions. Additionally, a high reliance on imported energy products reduces energy security. For example, in the case of geopolitical shocks in source countries, the supply of these products to Grenada can be cut-off. Importantly also, energy security increases the likelihood of having access to energy in the aftermath of a natural event such as a hurricane. In this regard, a transition toward renewable energy and distributed energy supply improves the likelihood that the entire population will have access to energy in such cases.

In the transportation sector, the vast majority of vehicles are powered by fossil fuels-gasoline and diesel, which is environmentally unfriendly. Therefore, the potential for the uptake and diffusion of hybrid vehicles and electric vehicles is tremendous. Moving toward cleaner transportation vehicles, such as electric vehicles will contribute to the reduction in carbon dioxide and soot into the environment, thus reducing health risks associated with these pollutants.

Grenada is making some progress toward energy efficiency; a significant portion of the lighting used is from light emitting diodes (LEDs) and compact fluorescent bulbs (CFLs). Approximately, 40.0 percent of air conditioning systems are deemed to use inverter technology, thus making them more energy efficient than standard type systems used in the past. However, a large portion of the refrigerators used in households and freezers and condensing units used in commercial activities are still not energy efficient.

In 2007, the sole supplier of electricity – GRENLEC, launched a renewable energy interconnection policy, which used both ‘net-billing’ and ‘net-metering’ schemes. However, more than a decade later, the official installed renewable energy generating capacity is approximately 1.4 percent of the total generation. This is a mere ‘drop-in-the-bucket’ compared to what is required for a sustainable energy transition.

These observations provide a baseline upon which significant and incremental improvement can be made in energy efficiency during the next 10 to 15 years.

Indeed, there have been some moves toward the transitioning to a sustainable energy market that is built on renewable energy and energy efficiency. One of the most important signals was the promulgation of a new Electricity Supply Act 2016 (ESA), that aims to encourage the uptake and wide diffusion of renewable energy into the market. However, the repealing of the ‘old’ Energy Supply Act, 1994, created a legal challenge, which has resulted in the slowing of this renewable energy uptake. With the new ESA and establishment of the Public Utilities Regulatory Commission (PURC), Grenada is poised to achieve the intended transition toward sustainable energy.

Furthermore, the NCCP 2017-2021, which was adopted in 2017, provides the most comprehensive direction for us to pursue low-carbon development and build resilience to climate change. Additionally, as communicated in its NDC, the Government has committed to reducing Greenhouse gas emission by 30.0 percent of 2010 by 2025, with an indicative reduction of 40.0 percent of the 2010 level by 2030. The NDC also identifies a 30.0 percent reduction in emissions from the production of electricity. In this regard, it is envisioned that 10.0 percent of these emissions reduction will come from adding renewable energy into the production mix; while the remaining 20.0 percent will come from implementing energy efficiency measures, vis-à-vis: through building retrofits and building codes. Achieving emissions reductions in the transportation sector is also critically important to the success of the sustainable energy transition. In this

regard, the Government aims to achieve a further 20.0 percent reduction by 2025. The main transition technique is through fuel switching to new fuels with less emission potential.

This NSDP 2020-2035 recognises the need for stepped up actions to complement ongoing efforts to promote energy efficiency and renewable energy. Therefore, it provides an opportunity to craft a pathway to accelerate our transition toward a sustainable energy future and in so doing will assist Grenada to meet local, regional and global sustainable development obligations.

Table 3.8 summarises the strategic actions that are required to achieve **Outcome # 8 – Energy Security and Efficiency**. This Outcome is congruent with SDG# 7 – Clean and Affordable Energy and SDG # 13 – Climate Action.

**TABLE 3.8 - OUTCOME#8: ISSUES AND STRATEGIC ACTIONS**

Issues/Challenges	Proposed National Strategic Actions	Responsible Ministries/Agencies
Concomitant to regulations is the need for transparent and competitive feed-in tariffs	1. Establish feed-in tariffs and adjust accordingly to simulate uptake and investment in renewable energy technologies.	PURC
The low energy efficiency of buildings and inefficient products such as air conditioners, refrigerators and lighting presents a challenge relating to high consumption of energy and carbon dioxide emissions	2. Implement minimum energy performance standards (MEPS) for buildings and products and improve MEPS on a regular basis to continually increase energy efficiency.	MOI/Energy Division, Ministry of Trade, MOF
New technologies require new skills; personal and institutional capacity building is required in tandem with the uptake and diffusion of new technologies.	3. Build institutional capacities of organisations such as the Energy Division and TAMCC. 4. Develop and offer training in renewable energy technologies and energy efficiency.	MOE, TAMCC, NTA, NEWLO
The national fleet of vehicle contributes significantly to the emissions of carbon dioxide.	5. Encourage the importation of electric and hybrid vehicles through economic instruments and policies. 6. Implement project for transitioning to plug in electric vehicles. 7. Establish minimum emissions standards for traditional fuel-consuming vehicles.	MOCR, MOF, private sector
Potions of the population cannot afford to access high and volatile-priced energy services	8. Create policies and support systems to make renewable energy technologies affordable to the energy impoverished.	MOSD, MOF, MOI/ Energy Division
There is a lack of energy efficiency culture among many energy users	9. Implement an annual energy efficiency campaign.	MOI/ Energy Division , MOE, Media

### **3.4 Parish-Specific Needs**

Realising Vision 2035 will also require parish-specific needs to be addressed; these are presented in Table 3.9. They all emanate from the public consultations held in each parish during the course of July 2017 to January 2019.

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**TABLE 3.9: SUMMARY OF SPECIFIC NEEDS BY PARISH**

	Specific Needs: Social	Specific Needs: Economic	Specific Needs: Environment
Carriacou & Petite Martinique	Urgent upgrade of hospital and expansion of medical services and supplies, including services and supplies for diving-related medical conditions. Health professionals, especially a therapist, dentist, psychiatrist should be resident on island.	Develop and upgrade ICT and digital technology infrastructure to create a ‘technologically-smart island.’	Establish a programme of reforestation in the town and along the roads to limit the carbon dioxide in the atmosphere.
	Preserve traditions by formalising key cultural activities such as big drum dancing, quadrille, and boat building into the school curriculum.		Address flooding in flat areas such as Hillsborough by constructing wide and/or deeper drains.
	Expand the playing field in Petite Martinique to not only develop sporting talents, but also to increase social activities to foster community development and inclusion.		Urgently address disaster risk in the Madame Pierre area in Petite Martinique. Retaining walls or wire meshing are priorities.
	Expand opportunities for economic advancement through sports and community tourism. Develop tourist attraction sites. The island should be promoted as ‘green and clean.’ Improve marketing of Carriacou Carnival and Maroon festival, as well as the Petite Martinique regatta in order to attract international and regional persons to the Island. Expand visitor accommodation.		Systematic measures are needed to protect against sea level rise and acute coastal erosion. Expand programme of sea defence construction and mangrove planting.
	Greater support to the fishing industry is needed. Promote and incentivise the salting of fish for local, regional and international markets.		
St. Andrew	Expand tourism activities; (re)develop tourist attraction sites, such as Marquis Fort, Mt. Carmel Fall, and Claboney Springs. Expand opportunities to increase vending for tourists in the parish.		Address land erosion in Marquis, Soubise, Little Bay and Big Bay.
	Establish a proper polyclinic facility to expand primary health care access and service delivery in the parish.	Incentivise the establishment of more locally-owned businesses in the town of Grenville.	
	Improve facilities and services at Princess Alice Hospital. Offer specialist services such as		

	physiotherapy. Establish a rest area/facility for doctors and nurses.		
	Redevelop town of Grenville including upgrade of infrastructure (such as jetty), create green spaces, strengthen flood mitigation measures, reclaim lands, and improve street lightening.		
	Revamp and modernise the Maribeau Farm School to build capacity in climate-smart agricultural practices.		
St. David	Expand economic and social activities through community tourism (develop tourism attraction sites such as beaches and caves), agro-processing, and small manufacturing.	Protect and preserve all beaches in the parish.	
St. George	Expand hours for commercial activity in the city including Saturday afternoons and Sundays.  Introduce a structured nightly public transportation system.  Complete the redevelopment of the Carlton House as a half-way house.		
	Develop a 'tech hub' to support technology entrepreneurs.	Adopt flood mitigation measures and practices to address flooding in the capital.	
	Develop St. George's as a climate-smart city. Redevelop the Carenage into a commercial zone of restaurants, local craft shops, and dive shops. Create green spaces in the parish.		
St. John	Preserve and protect the culture and heritage of the parish. Encourage and incentivise young people to get involved in Mas creation; St. John should produce a Fancy Mas Band for the national Carnival festival.	Develop tourism sites in the parish, such as Black Bay beach and surrounding caves.	Address acute environmental issues, such as sand mining in the parish.
	Improve infrastructure and facilities to better support fisher folks in the parish. Develop education programmes for fisher folks focusing on areas such as sustainable fishing practices and financial management.		
	Improve farm access roads in the parish and promote climate-smart agricultural practices through farmer education.		
	Upgrade crucial social and economic infrastructure such as the Concord Bridge and Power Park Cemetery.		
St. Mark	Expand the quantity and quality of educational resources received by schools in the parish.		Develop a programme of villager education on proper waste disposal practices and sound environmental practices in general.
	Revitalise and modernise the nutmeg industry in the parish.		
	Improve infrastructure and facilities to better support fisher folks in the parish. Develop education programme for fisher folks focusing on areas such as sustainable fishing practices and financial management.		

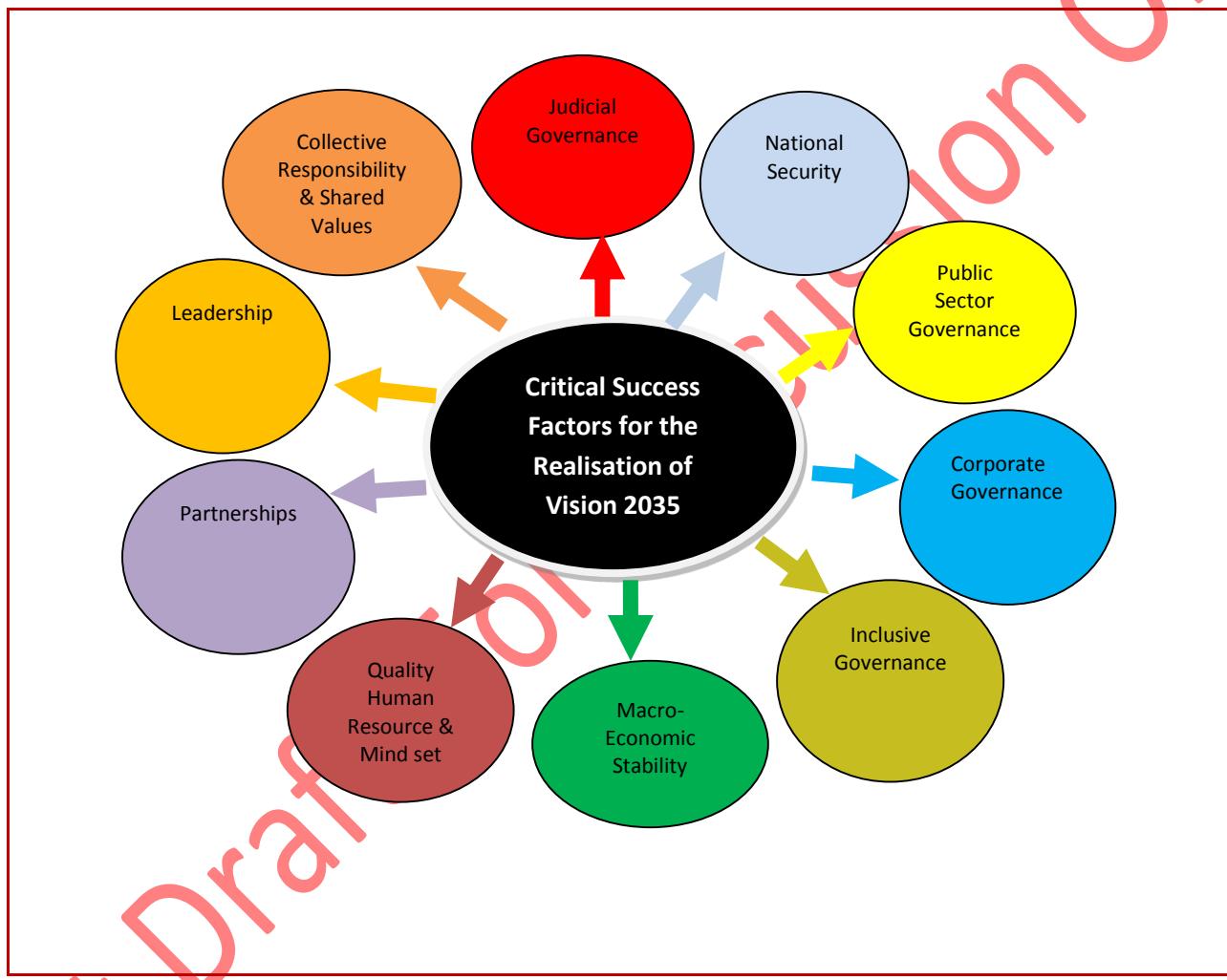
	Develop and enhance tourism sites in the parish.		
St. Patrick	Upgrade the Sauteurs Health Complex to operate as a mini hospital to deal with and emergency cases and treatments, as well as to expand the services offered. A dentist is crucially needed at the Complex.	Upgrade infrastructure and develop new infrastructure such as a port to shorten travel time between Grenada and Carriacou, among other objectives.	
	Develop the yachting potential of the parish. Develop historical sites and tourism in the parish (such as the Welcome Stone, Bathway, and Leaper's Hill,) as well as areas not now seen as attractions (areas in Rose Hill and Mt. Rich for example) to promote jobs and social empowerment through sustainable community tourism.		

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## CHAPTER 4: CRITICAL SUCCESS FACTORS TO ACHIEVE VISION 2035

Figure 4.1 depicts the critical success factors that are needed to undergird our strategic actions and by extension, the realisation of our National Goals, Outcomes, and Vision 2035 ultimately. Each is discussed in turn.

**FIGURE 4.1: CRITICAL SUCCESS FACTORS FOR THE REALISATION OF VISION 2035**



*Authors' conceptualisation*

#### **4.1     Judicial Governance**

The Justice Sector is an essential facet of the governance architecture of Grenada and a necessary condition for the realisation of Vision 2035. Indeed, strong mechanisms for the enforcement of legislations and regulations, as well as for the promotion and maintenance of the rule of law, as well as rights and equity are important elements for the success of this NSDP 2020-2035. Accordingly, reforms will be vigorously and systematically pursued to modernise the courts system and expand access to legal services, with a view to improving the public's confidence in it. Deliberate actions will be taken to ensure that the courts are adequately housed, well-resourced, and imbued with state-of-the-art technology to administer and dispense justice in a fair, transparent, cost-effective, and timely manner. Judicial review, Constitutional reform, juvenile justice reform and specialised courts to deal with juvenile issues, family matters and commercial issues will form an integral part of the reform agenda to strengthen the legal and judicial system. Furthermore, laws will be comprehensively reviewed to make them relevant for the 21<sup>st</sup> century and supportive of Vision 2035. Additionally, legal and regulatory frameworks will be bolstered to undergird enforcement of contracts, procurement in both the public and private sectors, and PPPs.

A strong and effectively-functioning Justice Sector is also imperative for the protection of civil rights of citizens. Public education will be strengthened, through various fora to ensure that citizens are made aware of their legal rights, the various means of redress, and the operations of the Courts and legal system on a whole. The promotion of public education on the legal and judicial system is crucial for the success of the NSDP 2020-2035. Access to justice throughout the various stages of the local court system and the final appeals court, at economically-beneficial costs will be enhanced. In this regard, Grenada's accession to the Caribbean Court of Justice in its appellate jurisdiction must become a reality during the life cycle of this National Plan.

#### **4.2     National Security**

National security is not only concerned with law enforcement or POLICE, but it encompasses social, economic, environmental, moral and cultural issues. Therefore, this National Plan acknowledges that it is a crucial imperative for sustainable development and by extension, the realisation of Vision 2035. Indeed, as Grenada enters the 3<sup>rd</sup> decade of the 21<sup>st</sup> century, its national security agenda and priorities must, of necessity, respond to the rapidly-changing global economic, social, environmental, and technological conditions, including the increasing influence of new digital technologies, scientific advances, and social networks, which can be used for good but also for destructive ends. Operationally, the national security framework will be broadened and deepened to deal with new types of crime and/or crimes that might become prevalent in the future. Counter-corruption mechanisms will be enhanced and infrastructure and technical capacities will be upgraded, especially in the areas of crime detection and crime solving.

Additionally, the relationship between law enforcement agencies and the community will be strengthened and deepened. Institutional strengthening of both the RGPF and Her Majesty's Prisons will be prioritised to enhance their respective roles in promoting law and order, securing the safety of communities and the country as a whole, and rehabilitating inmates in the case of the Prisons. More fundamentally, a comprehensive national security policy and strategy will be developed and deployed to guide Grenada's national security objectives and priorities over the medium-to-long term. Of necessity, the national security strategy must be informed by Grenada's national values, interests, strategic objectives, and priorities. It must also be complemented with a national defense policy and strategy that treat with crucially-important issues, such as law enforcement systems, budgets, missions, personnel, training, and logistics.

#### **4.3     Public Sector Governance**

The attainment of Vision 2035, of necessity, requires strong public sector (Central Government, State-owned Enterprises, and Statutory Bodies) governance. Therefore, governance arrangements in the Public Sector will be enhanced to meet crucial objectives including: (a) improve transparency and accountability; (b) support the prudent use of the nation's resources; (c) better protect the country's assets; and (d) close loop holes to eliminate practices that are incongruent with good governance. Important institutions such as the Integrity Commission, the Office of the Ombudsman, the Public Service Commission, and the Public Accounts Committee will remain central in promoting good public sector governance.

Of necessity, reforms (legislative and non-legislative) will be required to modernise Government ministries and departments to make them fit for the 21<sup>st</sup> century and sharpen their focus on enhancing the quality of service that they provide to the public. Equipping public servants with the requisite skills to be able to function effectively in the 21<sup>st</sup> century is also a strategic imperative. Therefore, improving transparency in hiring practices, strengthening the institutional systems and arrangements for monitoring performance, and ensuring that persons in public life and the system of Government operate with the highest ethical standards will be necessary. Importantly also, the public sector has to prepare for both success (modernising, becoming more agile, productive and efficient) - and succession, which will require the development and implementation of a continuity plans to ensure that the system of Government continues to function properly following administrative changes and natural or man-made disasters.

Country systems will also have to be bolstered to undergird the implementation of the strategic actions proposed in Chapter 3. Operationally, financial management systems such as budgeting, accounting, auditing, and public investment programming will be bolstered through procedural and other reforms to support the deployment of policies and the execution of programmes and projects that are aligned to the Outcomes identified in Chapter 3. Additionally, internal Government controls will be strengthened in crucial areas such as procurement, public spending, and resource allocation. Modernising revenue collection and managing public borrowing adequately will also be part of the agenda to bolster public sector systems.

Furthermore, vital areas such as project management, statistics and data management, M&E, change management, and knowledge management must also be bolstered. Statistical systems in particular, must be fundamentally upgraded to support institutionalised and systematic evidence-based decision making. Therefore, the institutional and governance arrangements, as well as the mandate of the CSO must be reformed to allow for the establishment of a public sector Open Data system to better serve the public. Government's ICT infrastructure must be also be fundamentally upgraded to facilitate the use of digital tools and technologies in the delivery of public services to enhance access to public services, as well as reduce inefficiencies in service delivery.

Importantly also, a 'results culture' - a results-oriented approach to planning and policy making must be promoted and ultimately embedded in all public institutions that are involved in policy formulation, planning, and implementation. Structured capacity building in areas such as project management, M&E, managing for development results (MfDR), policy formulation and analysis, and implementation will be necessary. The issue of capacity building for effective implementation will be elaborated in Chapter 5.

This National Plan recognises that public sector modernisation, though necessary, is a mammoth undertaking. In this regard, it advocates for a re-formulation of the Public Service Management Reform

Strategy (PSMRS) 2017-2019 that was approved by the Cabinet in 2017 because of its substantially-slow rate of implementation and missed targets. The strategic orientation of the re-formulated PSMRS should be aligned to Vision 2035 with reform priorities that are comprehensive and systematic, but also realistic and culturally sensitive. There must be continuous restructuring and aligning of public sector systems to national strategic priorities, taking due cognisance of the fact that public sector reform is a ‘journey, not a destination’.

A Public Sector Modernisation Council should be established to drive the process in a holistic and coordinated manner to leverage buy-in from relevant stakeholders for necessary reforms. The Council should include stakeholders from the trades unions, private sector, civil society, and academia in partnership with the Government. The Council’s agenda should be results oriented and it should report to the Parliament and general public annually on implementation progress. The re-formulated Strategy will have to continuously evolve to keep pace with changing expectations and demands of the public, as well as new challenges. This will be important to promote citizens’ confidence in the public sector, which in turn will promote its effectiveness.

#### **4.4 Corporate Governance**

Robust and transparent institutional arrangements and practices of the private sector and NGOs are also important for the attainment of Vision 2035. Indeed, strong corporate governance and governance practices in NGOs will be important to support the achievement of our desired National Goals and Outcomes. Anti-corruption policies for private entities and NGOs as well as an overarching governance architecture will become necessary to support fundamental improvements in: (a) ethical standards in businesses and NGOs; (b) integrity, accountability, and transparency in corporate and not-for-profit dealings; (c) disclosure of audited financials; (d) governance of boards of businesses and NGOs; (v) performance management frameworks; and (e) overall good governance practices.

#### **4.5 Inclusive Governance**

Inclusive governance refers to genuine citizen engagement and participation in development and decision making. Indeed, active civil society participation is an essential pillar in the overall good governance architecture that is required to support the realisation of Vision 2035 and by extension, Grenada’s sustainable development and transformation. Citizens must have a voice and must be encouraged to use it to guide the implementation of this National Plan. As such, civil society and wider NSAs will have recognised and prominent roles in the governance process.

Inclusive governance will promote an ‘active citizenry’ by encouraging and facilitating active and wide participation of civil society and NSAs in the design of public policies and community-specific projects and programmes. Through compacts between NSAs and Government, institutional arrangements will be pursued that link citizens more directly to the decision-making process of the State. Government must ensure that policies are more responsive to the needs of its citizens. In this regard, the governance, institutional, and operational structures to support more effective local government in Carriacou and Petite Martinique must be bolstered.

Additionally, new community governance arrangements, such as parish development councils and village councils will be created and organised to drive community development, especially in our large parishes and villages. Through formalised arrangements, such as community co-management agreements

between themselves and the Government, village and parish councils would play an important role in monitoring implementation progress of community-based projects and programmes.

This National Plan recognises a crucial role for citizens as ‘watch dogs’ over development interventions in their villages and communities. Over time, parish and village councils should be sufficiently empowered and their capacities adequately enhanced to directly manage grants (be it from Government or development partners) to run projects and programmes within their communities. The idea is to roll out ‘citizens-as-managers programmes’ in some of the larger communities and villages across our Tri-island State, with the aim of promoting project and programme ownership at the village/community level.

Therefore, integral to the implementation of this National Plan will be institutional and organisational strengthening of capacities of CBOs to effectively carry out their advocacy and other roles in the development process. This will involve: (a) empowering individuals to think and act freely, exercise choice, and to fulfil their potential as equal members of society; and (b) promoting equality of opportunity such that typically-underrepresented groups (such as women and youth) have equal rights and entitlements to human, social, economic, and cultural development, and equal voice in civil and political decisions.

Democratic citizenship will also continue to be supported and promoted. Spaces and opportunities will be expanded for citizens to influence public policies and programmes as well as effect positive changes in their socio-economic conditions. These spaces and opportunities will be facilitated through intensive and extensive stakeholder consultations, structured development dialogues, and other engagements between Government and citizens. Genuine civil participation in the development and governance process would be promoted and encouraged so that civil society continues to play its crucially-important role in the promotion and maintenance of democracy and good governance in Grenada.

Furthermore, communication channels between Government and citizens will be deepened. Public education programmes at the community levels on social, economic, and general public policies will be expanded to help empower women and men, as well as elevate their levels of critical thinking, awareness, and consciousness. There will also be concerted efforts to promote the development of civic skills and expand opportunities for communities to meet and discuss solutions to localised problems that affect them in their neighbourhoods. Additionally, greater emphasis will be placed on increasing the understanding of public policies by citizens to promote country ownership of policies, foster national consensus on issues, and deepen trust between the Government and citizens.

Access to information on public policies and other matters of national importance and public education on government policies will be essential to foster an engaged and informed citizenry, who is better able to participate in the development and governance process. In this regard, the Media – traditional and social media- will have an important role to play in building an informed, educated, and conscious citizenry. The Media will also have a crucial role to play in providing spaces for ‘watchdog’ citizens to hold the Government accountable, which is imperative for our democracy.

A stable political climate would also be important to undergird the effective rollout of this National Plan. Also, a new political culture is required; one that promotes genuine empowerment of the people instead of their dependency on elected politicians. The successful implementation of this NSDP 2020-2035, of necessity, requires that partisan party politics be less tribal and divisive, as well as less intrusive in the design and deployment of public policies that affect the daily lives of Grenadians.

#### **4.6 Macroeconomic Stability**

A stable macroeconomic environment will be important to underpin the efficient implementation of this National Plan. The experience of Grenada over the past two decades has shown that macroeconomic stability is essential for laying a solid foundation for economic growth, job creation, and overall social and economic progress. Macroeconomic stability must be sustained by entrenching fiscal discipline, managing fiscal risks, building economic resilience, and ensuring consistency, as well as limiting tradeoffs amongst macroeconomic policies. Maintaining macroeconomic stability is crucial to not only protect our hard-won socioeconomic gains, but also to multiply them so that more development dividends can accrue to generations to come. Indeed, a stable macroeconomic environment will be important for investment planning and strategic decisions of businesses and investors, both local and foreign.

Financial stability is important for macroeconomic stability. For sure, the financial sector in Grenada has a crucial role to play in supporting the realisation of Vision 2035, but it must evolve to remain relevant in the 21<sup>st</sup> century. The depth of our financial sector has to be widened to expand the range of alternative financial instruments that can allow Grenadian individuals and firms to diversify their saving, borrowing, and investing options. Importantly, financial institutions that have traditionally been defined as non-banks, but which, over time, have exhibited characteristics that are undistinguishable from banks, must be regulated and supervised as banks so as to reduce potential financial sector risks that can threaten macroeconomic stability.

Another prerequisite for macroeconomic stability is to ensure congruency between fiscal and social development policies. In that regard, this National Plan recognises the need for tax reform and modernisation to improve redistribution, enhance efficiency and equity, increase revenue collection, close loopholes in the tax system, and encourage economic activity. Accordingly, some existing taxes might have to be eliminated, existing tax rates strategically altered, and new taxes introduced with revenues earmarked to meet specific development objectives, such as a healthy population, safe communities, and environmental preservation.

#### **4.7 Quality Human Resource Development and Mind Set Shifts**

The implementation of this National Plan will be done by people, not machines, but even if machines were implementing, people would still be required to operate the machines. The point is, without people, the implementation of this Plan would be impossible. Of necessity therefore, comprehensive and concerted efforts at improving our human resource quality must underpin the rollout of this National Plan. Our human resource development efforts must have at its core, education, training, skills enhancement, capacity building, professional development, succession planning, change management, work ethics, productivity, and adequate rewards and compensation. Our human resource development efforts must be geared at building a competent, agile, productive, and empowered workforce with the relevant knowledge, skills, and capacities required to do the work that will push us toward realising Vision 2035. This will require all employers, both in the public and private sectors to adopt best practices in human capital development.

We must be able to retain our best people, as well as attract some from the Diaspora. We must also build a cadre of high-performance and resilient teams that are trained how to think and adequately respond to ever-changing socio-economic and environmental circumstances. Engagement mechanisms that allow for better collaboration, cross-functional teams with real purpose, empowered to solve real problems, and innovate within given structures will be necessary. In both the public and private sectors, new

learning cultures must be inculcated to provide developmental resources through the use of technology and digital platforms that focus on subject matter expertise, specific technical skills, and emotional intelligence. It therefore means that new reward systems will have to be put in place that focus on supporting the key behaviours, skills, and attitudes that are required for the future we aim for.

As discussed in Chapter 2, low productivity of our workers in both the public and private sectors is a major challenge that must be tackled frontally. We must address this through continuous and systematic training and professional development, performance management standards, and programmes that are geared at shifting mindsets. At all levels, there must be the replacement of ‘limited-thinking mindsets’ with ‘future-thinking mindsets’, while maintaining situational awareness on current realities. This will provide the space to create change to proactively plan appropriate responses rather than just react to situations when external forces demand a reaction.

The resilient society, economy, and environment we aim for must be built on a people-centered agenda that share information, gather feedback from all stakeholders, and constantly develop actionable insights from data to swiftly design problem-solving interventions. Importantly also, the resilient and prosperous future we aim for requires mindset shifts ways from limitations toward possibilities. Indeed, the realisation of Vision 2035 is inextricably linked to how we see ourselves and how we think about ourselves. As Grenadians, we must see ourselves as being able and capable of achieving the future we aim for.

#### **4.8 Partnerships**

Achieving Vision 2035 will require effective, genuine, and strategic partnerships at the local, regional, and international levels.

At the local level, the CSP will be reinforced by strengthening the capacities of the social partners to fulfil their important roles in the development process. Indeed, NSAs, play a crucially-important in complementing the efforts of Government in addressing gaps in several strategic areas and sectors such as poverty reduction, rural development, community empowerment, child protection, education and skills, labour, civil rights, micro business development, agriculture, and environmental protection for example. With respect to labour specifically, this National Plan recognises the need for Government and trade unions and by extension, the wider NSAs to engage in dialogue on the future of work, with a view to eventually coalescing around a new architecture that effectively supports the changing nature of work in the 21<sup>st</sup> century. Indeed, in the context of a digital economy and society, traditional modalities of work are changing globally from which Grenada is not insulated. It would be important for the dialogue on the future of work be shaped according to the core principles of the trade union movement as well as Grenadian core values.

Regionally, as a member of the Caribbean Community, we will continue to work closely with long-standing partners such as the Caribbean Development Bank, the OECS Commission, the Eastern Caribbean Central Bank, and the University of the West Indies. Internationally, we will continue to maintain strategic partnerships with bilateral and multilateral partners. Regional and international partnerships would be important to support the implementation of Plan through capacity building and technical and financial resources. Diplomatic relationships will be deepened by forging new regional and international partnerships that are consistent with the strategic objectives of Grenada’s foreign policy, aligned with the Vision 2035, and commensurate with the realities of the 21<sup>st</sup> century.

Grenadians in the Diaspora and the wider Caribbean Diaspora are also partners in our development and as such, leveraging their skills, talents, and resources will be crucial for the realisation of Vision 2035.

#### **4.9 Leadership**

This National Plan recognises the need for strong leadership at all levels of society if we are to achieve Vision 2035. For sure, transformational and visionary leaders who are agile and have the capacity for recognising, adapting, and reacting optimally to unforeseen events in a timely and cost-effective manner will be needed in all spheres. In the public sector leaders will have to ensure that ministries and public entities have the internal management capabilities and governance structures to channel resources effectively and efficiently toward accomplishing their respective visions, which must align to Vision 2035. Transformational and visionary leaders will also be needed in the private sector, NGOs, and churches for example, who can help to unleash the creativity and potential of Grenadians to generate the positive changes that are required to achieve Vision 2035.

#### **4.10 Collective Responsibility and Shared Values**

The future we aim for requires a grand collective effort. Achieving Vision 2035, must, of necessity, involve shared effort and responsibility for transforming Grenada's society and economy, protecting our environment, and strengthening governance and institutions. Everyone must contribute. Government, businesses, NSAs, and individuals all have different roles to play in nation building. As a collective of communities, families and individuals, we have to be responsible for our own futures and believe in our capabilities and abilities to achieve greatness for ourselves, our families, our communities, and ultimately our country.

Consensus on national priorities and pathways that lead to the realisation of Vision 2035 must be forged through partnerships, trust, and national teamwork that embody the 'BEST' (Better Ever Stronger Together) Mantra of this NSDP 2020-2035. It must also be founded on trust, accountability, and a shared purpose – 'the one-team one-vision mentality'. Vision 2035 requires true patriots who are passionate about Grenada's development and committed to making their respective contributions to its realisation. Therefore, we must work together toward the attainment of the future we all aim for, with national pride, united as one people with shared values, history, and destiny.

## **CHAPTER 5: IMPLEMENTATION**

The NSDP 2020-2035 cannot self-implement. Implementation will require a coherent and coordinated institutional framework with clarity of roles, capacity to implement, and commitment to implementation. Adequate financing of strategic and transformative projects and programmes to bring this NSDP 2020-2035 to ‘life’ will also be required. The ‘Five C’s’ of implementation of this National Plan are: Coordination; Clarity; Capacity; Cash; and Commitment. Each is discussed in turn.

### **5.1 Coordination**

This NSDP 2020-2035 will be implemented through five 3-year MTAPs. The 3-year cycle coincides with the fiscal programming framework of the Government, which covers a 3-year horizon. The MTAPs will operationalise the high-level strategic actions proposed in Chapter 3 through prioritised concrete interventions (projects and programmes) that are appropriately sequenced. The first MTAP will cover the period 2020-2022. A dedicated entity that is technically and financially resourced will be established with the specific mandate to coordinate the implementation of the National Plan by providing technical support for the preparation and monitoring of the MTAPs. This entity, which shall be named the Development Planning Institute of Grenada (DPI), will ultimately be accountable to the Parliament of Grenada. The DPI will be jointly funded by the Government and external development partners. Box 5.1 presents summary details of the DPI.

#### **BOX 5.1: SUMMARY DETAILS OF THE PROPOSED DEVELOPMENT PLANNING INSTITUTE OF GRENADA**

##### **Mandate:**

The overarching objective of the DPI is to oversee the implementation of the NSDP 2020-2035, by providing technical support for the design, preparation, and monitoring of the MTAPs.

##### **Indicative Functions:**

1. Lead the preparation and monitoring of the MTAPs.
2. Act as liaison between Government and development partners in areas specifically related to entry points of support for the MTAP preparation and implementation processes.
3. Provide technical support to ministries and departments in the preparation of sector strategies and corporate plans.
4. Prepare annual progress reports of the National Plan’s implementation and present same to the Parliament and general public.
5. Assist relevant ministries and department with SDG mainstreaming and monitoring.
6. Act as an institutional interface between the government, private sector, and civil society to help strengthen the link between policy and citizen outcomes.
7. Coordinate structured national development dialogues to promote country ownership of, and build consensus on public policy issues and priorities.
8. Facilitate capacity building in M&E and MfDR to strengthen the institutional ecosystem of performance management in the public sector.
9. Conduct policy-relevant research on economic, social, environmental issues.

##### **Organisational Structure:**

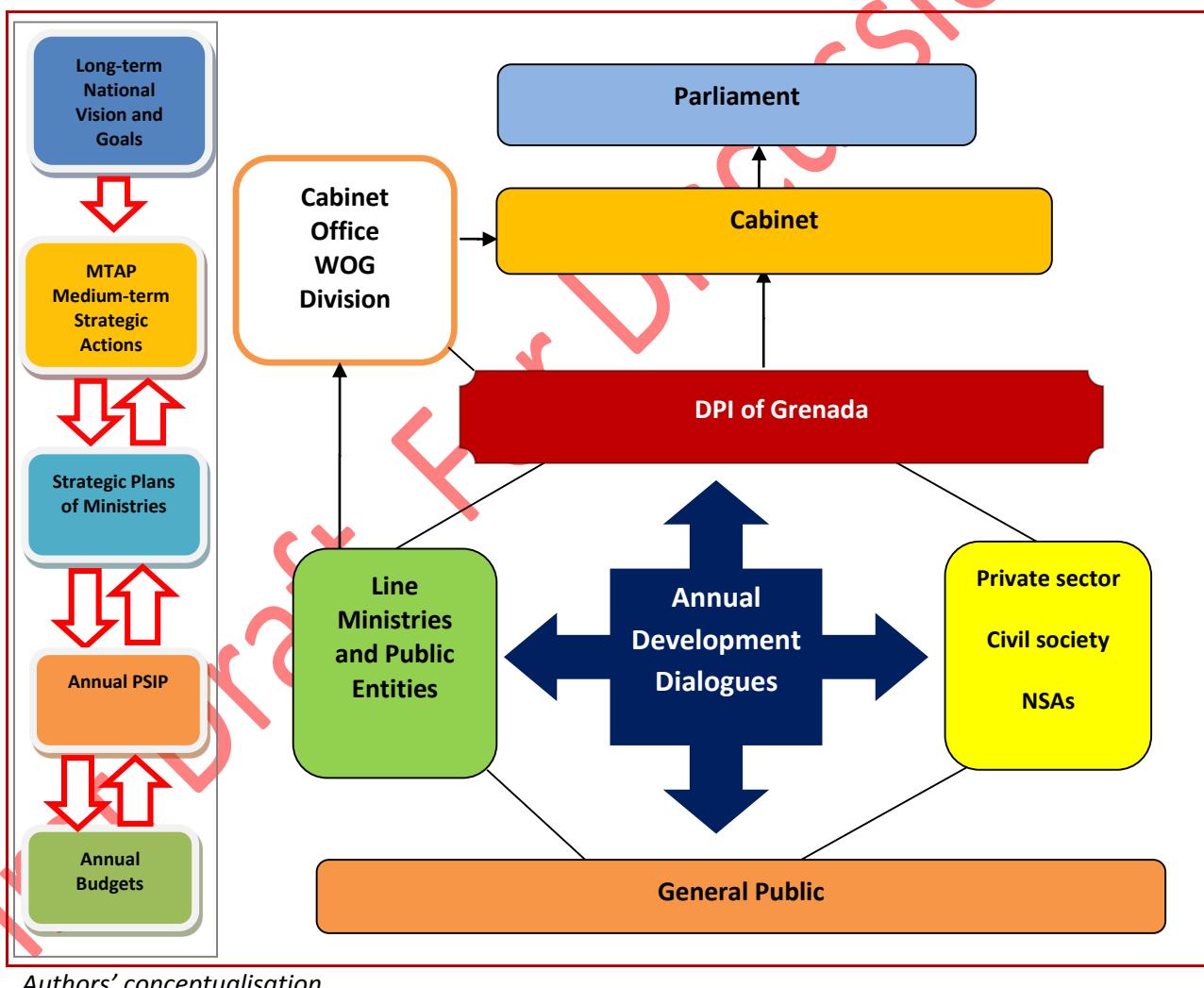
Technical staff will comprise a director general and three thematic specialists aligned with each of the strategic pillars of the Nation Plan – society, economy, and environment. The National Plan Secretariat will be converted to serve as the administrative arm of the DPI.

##### **Institutional Arrangements:**

The DPI will be the Nation Plan implementation and management entity in Grenada. It will work closely with the Cabinet Office’s WOG Unit, implementing line ministries and other implementing partners, as well as private sector and NSAs.

Specifically, the DPI will work closely with the WOG Unit of the Cabinet Office and implementing ministries and agencies to distil/translate the high-level strategic priorities of the NSDP 2020-2035 into concrete policies, projects, or programmes. In particular, the DPI will collaborate closely with the Policy Unit, the Department of Economic and Technical Cooperation, and the Budget Unit of the MOF to ensure that there is strong and strategic alignment of the Medium-term Fiscal Framework, the PSIP and annual budgets with the medium-term planning framework. The DPI will also work closely with the CSO, assisting them with the compilation of social, economic, and environmental data that would be needed to monitor National Outcomes. The DPI will also collaborate closely with the CSP, through regular development dialogues to solicit their contributions to help inform the strategic design of the MTAPs. Accordingly, the MTAPs will be developed in an integrated manner as depicted in Figure 5.1. The MTAPs will be underpinned by a credible results-based M&E framework, which is elaborated in Chapter 7.

## **FIGURE 5.1: IMPLEMENTATION FRAMEWORK AND INSTITUTIONAL ARRANGEMENTS**



## **5.2 Clarity**

To the extent that this is a National Plan and not a ‘Government Plan’, real implementation action will happen not only on the turfs of Government’s ministries and departments, but by other stakeholders in the development process. Therefore, the DPI will serve as a strategic link between all relevant stakeholders to ensure that the preparation of the MTAPs is done in a collaborative manner through a consultative process, with clear identification of roles and responsibilities to leverage synergistic relationships and avoid duplication and overlap of efforts.

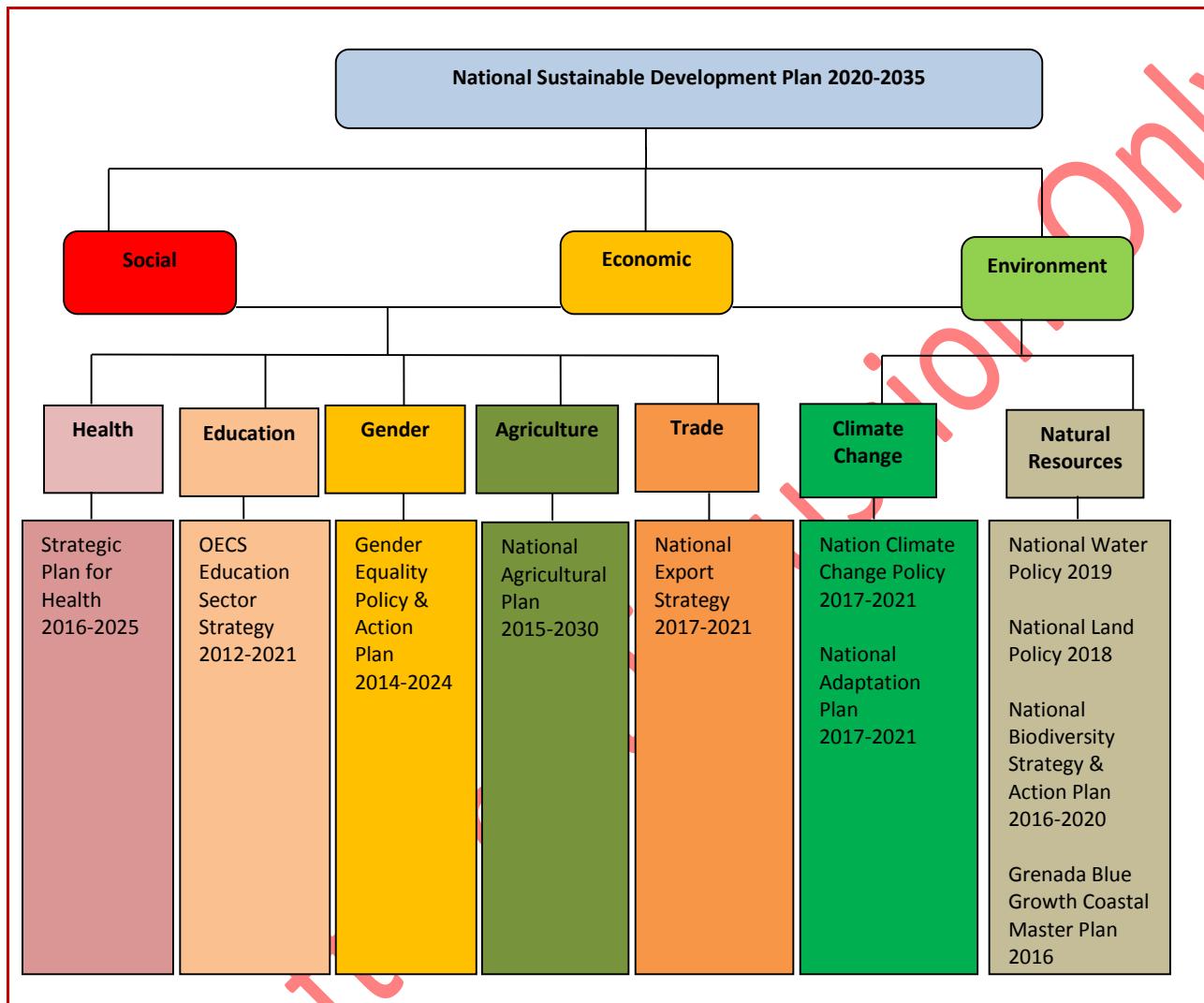
### **5.2.1 *The Role of the Public Sector***

The strategic collaboration of the MOF, the WOG Unit of the Cabinet, line ministries, and public entities will occur through the annual Budget consultation process. The overarching objectives of the strategic consultations would be to: (a) determine the development gaps to be addressed during the particular MTAP cycle; (b) prioritise and sequence interventions to support the attainment of the desired National Outcomes; (c) identify the required budgetary needs; and (d) assess country-readiness for project and programme implementation.

Existing sector strategies have been mapped to the NSDP 2020-2035 as depicted in Figure 5.2. The strategic ministerial consultations would promote coordination between ministries, allowing for the alignment of all sector strategies with the MTAP. In this regard, some sector strategies may have to be revised and their results orientation sharpened to tighten their alignment with the National Outcomes identified this document. Specific actions to advance the implementation of the various sector strategies will be identified in the MTAPs.

The ministerial consultations would also eliminate silos and avoid duplication of efforts in the context of cross-cutting issues in which priorities of more than one sector may be aligned to one of the three Goals of the NSDP 2020-2035, or where outcomes of one sector may be aligned to more than one of the Goals. During the process of ministerial consultations, specific strategic projects and programmes will be identified for implementation by each ministry and public entity and as such, the strategic plans of all ministries and public entities will be aligned to the NSDP 2020-2035. The DPI will coordinate the development programming in a holistic manner.

**FIGURE 5.2: MAPPING OF SECTOR STRATEGIES TO THE NSDP 2020-2035**



Authors' conceptualisation

### 5.2.2 Role of Other Stakeholders in the Development Process

Vision 2035 must resonate with every Grenadian. Therefore, stakeholders in the development process will have important roles to play in its attainment. They will also have to assist with monitoring the implementation of the strategic actions of the National Plan, as well as with the reporting on implementation progress to the general public, with a view to promoting transparency and accountability. Those crucial stakeholders must work in partnership with the public sector to ensure the effective and efficient execution of the national strategic priorities and also to ensure value for money in the implementation of the strategy. Key stakeholders would include the private sector and NSAs including civil society, youth, CBOs, NGOs, and FBOs.

Accordingly, the DPI will organise and facilitate a series of structured national development dialogues to be held each year in the lead up to the annual Budget preparation process, which will bring together the

key stakeholders to: (a) discuss and agree on the strategic interventions for the MTAP cycle in question; (b) prioritise concrete actions, reforms, and measures that have the greatest possibility of achieving the desired National Outcomes; and (c) develop results-oriented action plans to monitor implementation progress. The DPI will be responsible for providing technical analysis and advice on strategic areas for development intervention to inform the dialogue. It will also be responsible for promoting accountability among stakeholders for agreed results by introducing routine reporting by all stakeholders.

Once the consultative process is completed, the MTAPs, which would include the strategic priorities of the public sector and other sectors would be prepared, presented to Cabinet and thereafter laid in Parliament as the national priorities for the particular MTAP cycle that is aligned with the NSDP 2020-2035.

### **5.3 Capacity**

Strong human and institutional capacity would be crucially important for implementation effectiveness. Accordingly, where pockets of efficiencies exist in the public sector in relation to human resource, institutional arrangements, and country systems, those would be leveraged and maximised fully. Areas of human and institutional constraints would be systematically addressed through continuous training, capacity building, institutional strengthening, as well as bolstering of country systems as discussed in Chapter 4. The DPI will focus on building capacity in the public sector in areas such as strategic planning, leadership, MfDR, and M&E.

Effective implementation of the NSDP 2020-2035 would not only require enhanced human resource quality and capacity in the public sector, but across all sectors in Grenada. Skills gaps nationwide must be narrowed, if not completely filled, through systematic and continuous training and re-tooling of Grenadian workers. This would be important to develop a cadre of highly-skilled, trained, and motivated Grenadian professionals along the lines discussed in Chapter 3. Monetary and non-monetary incentives must be provided to retain the most talented, skilled and trained Grenadians, as well as to attract skills and talents from the Grenadian Diaspora. If human and institutional capacity is not adequately addressed, it will pose a serious risk to effective implementation. Chapter 6 discusses measures to mitigate this potential risk.

### **5.4 Cash**

Implementation of the MTAPs and by extension, the NSDP 2020-2035 will require adequate financial and technical assistance to effectively execute the strategic projects and programmes during the respective MTAP cycles. However because of the long-term nature of this National Plan, it is not practical to identify the total cost of implementation over the 15-year period. As such, the MTAPs will identify indicative financing requirements for the strategic projects and programmes where robust cost estimates cannot be provided at the time of preparing the MTAPs. The MTAPs will also identify the appropriate type and modality of financing arrangements. Financial resources will be mobilised through key traditional and non-traditional innovative sources. Traditional sources will include: (a) the annual National Budget; (g) grants, concessional loans, and technical assistance from multilateral and bi-lateral development partners; (c) philanthropic assistance from Grenadians and friends of Grenada in the Diaspora; and (d) fiscally-sustainable and transparent PPPs. Innovative and non-traditional financial resources will also be explored such as Social Impact Bonds that would allow the private sector, both local and external to invest in Government's social programmes as part of their corporate social responsibility.

## 5.5 Commitment

Serious and unwavering commitment and resolve of all stakeholders will be imperative for implementation effectiveness. Government's commitment to capacity building and institutional strengthening would be crucial, in as much the commitment of the local private sector to aligning its strategic plans and programmes to the National Goals and Outcomes of this Plan. Likewise, the commitment of NSAs to supporting implementation through effective participation in, and contributions to, the consultative process would also be important. There must be collective commitment to advancing Grenada's sustainable development. Indeed, the National Plan's '**BEST**' - **Better Ever Stronger Together** catchphrase encapsulates the values of togetherness and collective responsibility that will be required to achieve Vision 2035.

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## CHAPTER 6: RISKS AND MITIGATION

The implementation of this National Plan as described in Chapter 5 could be affected if certain risks materialise. Risks are classified into Internal and External Risks. Internal Risks are country-specific ones, while External Risks are related to factors that are outside of the control of Grenada. Indeed, it is reasonable to assume that during the 15-year period, the implementation of the MTAPs and by extension, the National Plan, would be subjected to changing internal and external conditions that can cause deviations in strategic direction, which in turn can hamper the achievement of our desired National Outcomes. It is therefore prudent to identify potential risks to implementation, as well as practical mitigating measures. The implementation context will be continuously monitored by the DPI and appropriate measures will be taken to minimise the likelihood of occurrence and if they occur, manage them adequately, and mitigate their impacts.

Table 6.1 identifies and describes four key risks that if materialised, could hamper implementation of the MTAPs, and by extension, the National Plan. The likelihood of occurrence is assessed by assigning the colour **Red** for high risk and the colour **Gold** for medium risk. The Table also identifies mitigation measures.



**TABLE 6.1: RISKS AND MITIGATION SUMMARY**

Risk Type	Risk Description	Risk Rating	Mitigating Measures
Internal Risks	Human and institutional capacity constraints to support the implementation of the strategic actions identified in Chapter 3.	Yellow	The coherent and integrated institutional framework for implementation that is built into the National Plan is intended to mitigate this risk. Operationally, this will require continuous training, capacity building, and institutional strengthening in the public and private sectors in areas such as, MfDR, M&E, and medium-term strategic programming. Filling skills gaps nationwide would also help to mitigate this risk. Sustained capacity enhancement initiatives will be important to support efficient project/programme implementation toward the attainment of the desired National Outcomes. Capacity building and training will be a core function of Grenada's DPI.
	Potential for deviations from the Goals and Outcomes of this National Plan with changes in political administrations over the 15-year implementation period.	Red	The NSDP 2020-2035 was developed in consultation with Grenadians; it reflects the collective aspirations of the people. Grenadians have expressed their desire to have the National Plan replace political promises. Accordingly, through new community-based governance arrangements, new roles have been carved out for NSAs and ordinary citizens in monitoring the implementation of the National Plan. 'Watchdog' citizens will be an integral part of the governance arrangements and public engagement would be sustained throughout implementation. The intention is to have a more active citizenry, which can heighten the political cost of deviating from the strategic direction set out in this Nation Plan. Furthermore, the DPI would give annual reports to the Parliament on implementation progress; this is another means to heighten the political cost of deviating from the strategic direction set out in this Plan.
External Risks	Unfavourable macroeconomic conditions arising from external economic shocks.	Red	Building up our economic buffers (savings and contingency funds), diversifying our economic sectors, and strengthening our economic resilience through the design and deployment of prudent fiscal and economic policies can help mitigate this risk.
	Natural hazards, climate change-related, as well as non-climate change-related weather and other natural events.	Red	Policy measures to further mitigate this risk include: (a) building resilience to the impacts of climate change through the design and deployment of climate-smart policies; (b) mainstreaming climate change adaptation and mitigation in development planning and policies; and (c) strengthening our disaster risk management systems and response mechanisms.

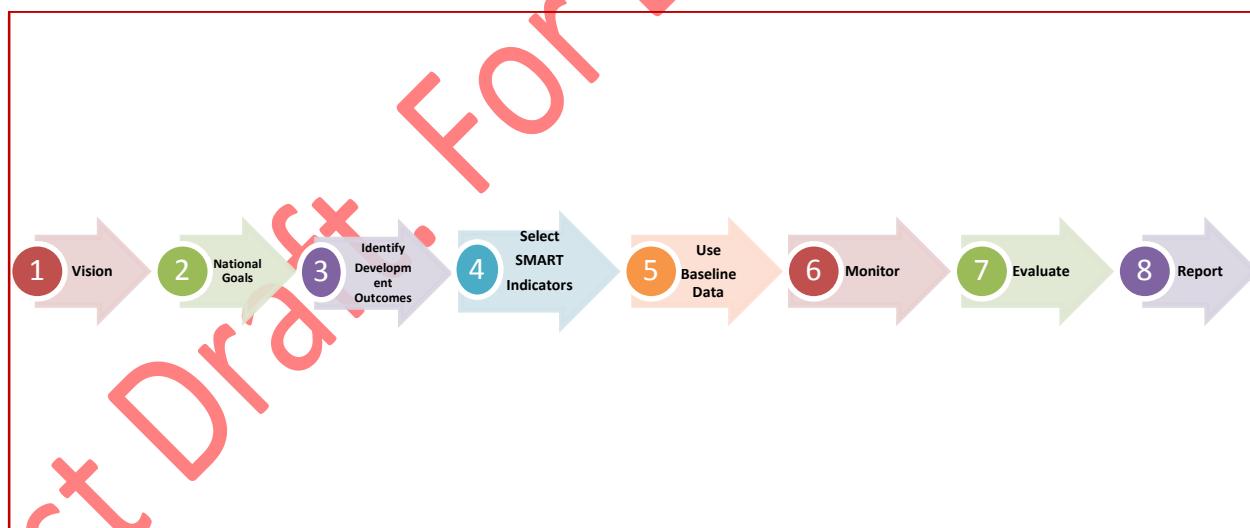
## CHAPTER 7: MONITORING RESULTS

This Chapter describes the results-based M&E framework that would be used to measure, monitor, and report on our progress in attaining the National Goals and Outcomes and that we have set for ourselves.

### 7.1 The General Framework for Monitoring Results

In general, a credible and coherent Results-Monitoring Framework (RMF) begins with national goals, ends with reporting, and includes crucial elements along the spectrum as depicted in Figure 7.1. Once the national goals have been prioritised, the next step is to identify the development results or national development outcomes that are desired. National development outcomes are the short-term or medium-term improvements or positive changes in institutions, systems, communities, behaviours, state of being, or knowledge as a result of strategic choices made and actions taken. After the desired development outcomes have been identified, the crucial next step is to select indicators. An indicator is a quantitative or qualitative variable or unit of measure; it must be '*SMART - specific, measurable, achievable, relevant, and time bound.*' In order to determine if and to what extent the development outcomes are being achieved, baselines and targets must be established. Baseline data or information describes the extant state of affairs, while the target describes the positive change or improvement relative to the baseline. M&E follow as crucial next steps. Monitoring is the continuous and systematic analysis that is done over a given period of time to identify positive changes or results. Evaluation is an assessment of the effectiveness of the strategic choices made that would allow for a determination/judgment regarding progress made in achieving the national development outcomes and national goals.

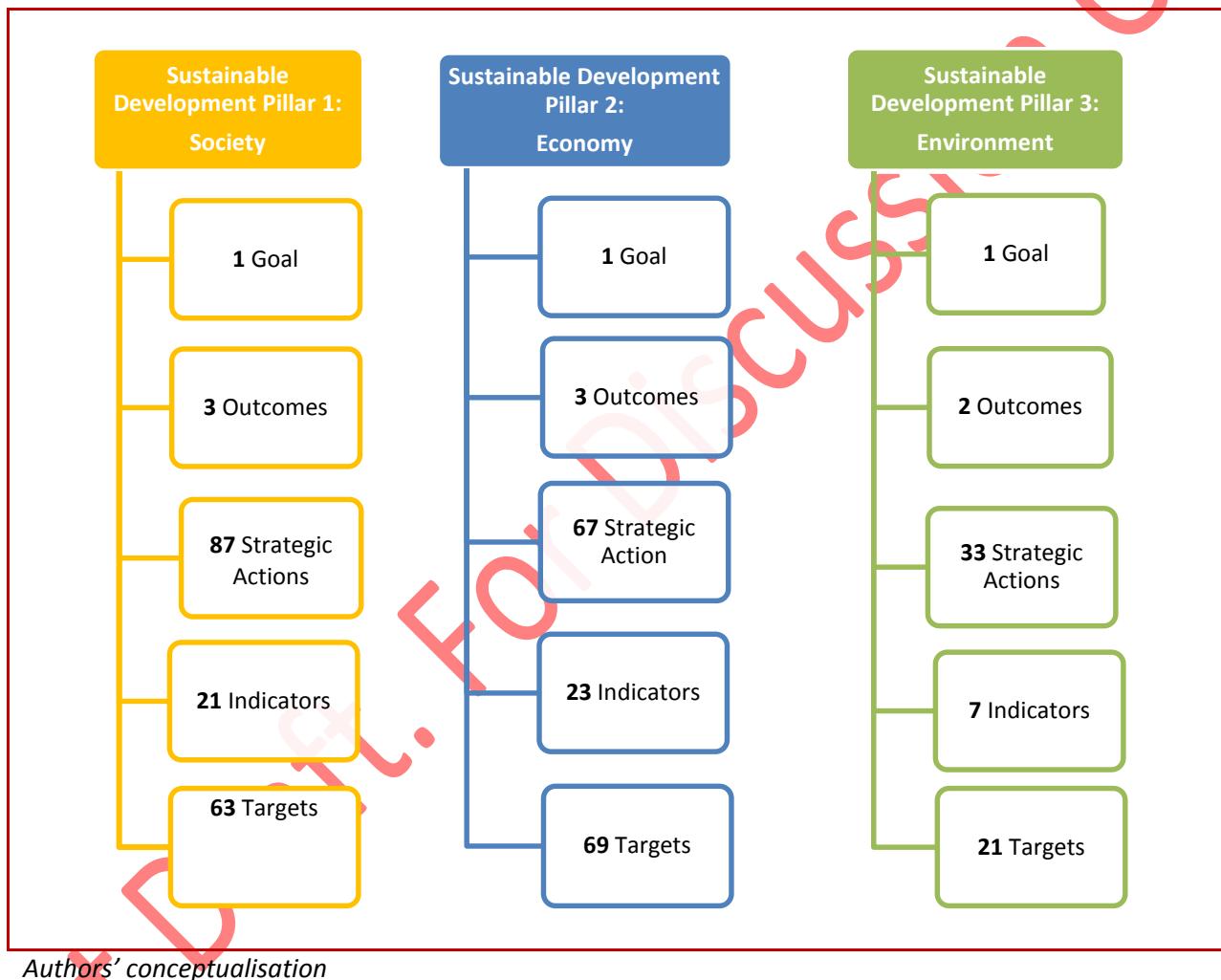
**FIGURE 7.1: GENERAL FRAMEWORK FOR MONITORING RESULTS**



Authors' conceptualisation

In the case of this NSDP 2020-2035, Figure 7.2 illustrates the structure that underpins the framework that will be used to monitor results. As depicted, the NSDP 2020-2035 is expressed through the three pillars of sustainable development: Society, Economy, and Environment. Each Pillar is mapped into one National Goal. A total of eight National Outcomes are spread over the three National Goals. The National Outcomes are distilled through a total of 187 strategic actions. There are a total of 51 Indicators and 153 Targets across the eight Outcomes. The number of Targets is higher than the number of Indicators because each Indicator has three Targets; 2025, 2030, and 2035.

**FIGURE 7.2: THE STRUCTURE OF THE NSDP2020-2035 FOR RESULTS MONITORING**



## **7.2 The Results Monitoring Framework for this National Plan**

Following the structure in Figure 7.2, the RMF in Table 7.1 has been developed to systematically monitor, assess, and report on progress toward the attainment of the National Outcomes of the NSDP 2020-2035. The RMF shifts the focus of M&E to a systematic tracking and reporting of actual development outcomes and results, from a mere focus on tracking and reporting on programme/project activities. The RMF is designed to answer two fundamental questions: Are we achieving our desired targets and outcomes? How can achievement or non-achievement be proven?

The RMF identifies Grenada's overarching National Goals and our desired National Outcomes. For strategic purposes, it deals with high-level headline Indicators and Targets. The National Outcomes identified are the positive changes that are desired relative to the development issues and challenges discussed in Chapter 3. The positive changes that we desire are expressed in measurable Targets set for 2025, 2030, and 2035. The Targets that have been set to measure and monitor whether or not the National Outcomes are being achieved are based on consultations with relevant stakeholders about what is the feasible within the specified timeframe, taking into account the Baseline, which is the reference point for each Indicator at the time of the Plan's formulation. Baseline data/information have been obtained from the following sources: Government statistics; the World Bank World Development Indicators database; and PAHO. The RMF also shows alignment of our desired National Outcomes with relevant SDGs. It also identifies roles and responsibilities, as well as reporting arrangements.

### ***7.2.1 Roles and Responsibilities***

The RFM in Table 7.1 shows the responsible stakeholder(s) for each desired National Outcome. The attainment of our National Outcomes, and by extension, the realisation of our National Goals and Vision 2035, requires concrete stakeholder ownership of the RMF. Indeed, the Vision, Goals, and Outcomes of this National Plan must resonate with every Grenadian. M&E success is crucially dependant on cultivating and embedding a culture of results and accountability within institutions of Government, as well as in the private sector, and NSAs. M&E success also requires a participatory approach, with committed positive change agents in those institutions. It is also dependant on effective data and information systems, as well as public education to promote an appreciation of the importance of evidence-based policy formation and evaluation. Support from regional and international development partners is also required to ensure M&E success through technical and financial assistance to build capacity and strengthen institutional arrangements in the M&E process.

### ***7.2.2 Reporting***

The RMF for this National Plan would require a continuous process of collecting, analysing, and reporting data/information in order to determine if/how well we are reaching our desired National Outcomes. An annual progress report will be the key output of the RMF. The Annual Progress Report will provide an update on the performance of the Targets set, identify potential hindrances to the attainment of the Targets, and make recommendations for strategic and operational adjustments to ensure the achievement of our desired National Outcomes, and by extension, our National Goals. The Mid-term Report of the NSDP 2020-2035 and the Completion Report will be produced in 2027 and 2036 respectively. The Annual Progress Reports and the Mid-term Report will be in the 'Green, Yellow, and Red Dash-board' format as follows: **Green – 'Excellent Progress'; Yellow – 'Reasonable Progress'; and Red – 'No Progress.'**

Consistent with the ethos of participatory M&E, all Reports will be presented to the general public, through various media such as the traditional media, social media, island-wide town hall meetings, and round tables. All Reports will be tabled in Parliament for deliberation and discussion. The DPI of Grenada will be the entity coordinating the M&E process, including the preparation and production of all Reports.

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**TABLE 7.1**  
**RESULTS MONITORING FRAMEWORK**

Goal # 1: High Human and Social Development: People at the Centre of Sustainable Development and Transformation						Responsibility	SDG Alignment	Reporting Frequency			
National Outcomes	High-Level Outcome Indicators	Baseline (Most Recent Year)	Targets								
			2025	2030	2035						
<b>Outcome #1:</b> A Healthy Population	Diabetes mellitus mortality rate (100,000 pop) total	82.7 (2016)	5% points reduction relative to the baseline	5% points reduction relative to 2025	5% points reduction relative to 2030	MOH	<b>SDG # 3: Good Health and Wellbeing</b>	Annual			
	Cerebrovascular diseases mortality rate (100,000 pop) total	65.5% (2016)	Less than 60%	Less than 55%	Less than 50%						
	Death by non-communicable diseases (% of total)	83.5% (2016)	Less than 70%	Less than 65%	Less than 60%						
	Death by communicable diseases (% of total)	10.7% (2016)	Less than 8%	Less than 6%	Less than 4%						
	Prevalence of obesity in children and adolescents (%) total	9.2% (2016)	Less than 7%	Less than 5%	Less than 2%						
	Public health expenditure (% of total public expenditure)	9.5% (2018)	Not less than 12%	Not less than 15%	Not less than 20%	MOH, MOF					
<b>Outcome #2:</b> Educated, Productive, Highly-Skilled, Trained, and Conscious Citizens	Trained teachers in pre-primary education (% of total teachers)	40.1% (2016)	More than 50%	More than 60%	More than 70%	MOE	<b>SDG # 4: Quality Education</b> <b>SDG# 8: Decent Work and Economic Growth</b>	Annual			
	Trained teachers in primary education (% of total teachers)	63.0% (2016)	More than 70%	More than 80%	More than 90%						
	Primary completion rate, total (% of relevant age group)	61.6% M: 62.1% F: 61.0% (2016)	5% points increase relative to baseline	5% points increase relative to 2025	5% points increase relative to 2030						
	Lower secondary completion rate, total (% of relevant age group)	89.6% M: 84% F: 95.4% (2016)	5% points increase relative to baseline	5% points increase relative to 2025	5% points increase relative to 2030						

Pilot

	Public education expenditure (% of total public expenditure)	15.2% (2018)	5% points increase relative to baseline	5% points increase relative to 2025	5% points increase relative to 2030	MOE, MOF		
	Grenadian history and civics included in school curricular	No (2018)	Yes	Yes	Yes	MOE		
	Labour force participation rate (%)	73.5% M: 79.7% F: 68.0% (2017)	10% points increase relative to baseline	5% points increase relative to 2025	5% points increase relative to 2030	CSO, Private sector		
	Youth unemployment rate (%)	39.9% M: 33.4% F: 37.1% (2017)	10% points reduction relative to baseline	5% points reduction relative to 2025	5% points reduction relative to 2030			
	Total unemployment rate (%)	23.6% M: 20.6% F: 26.8% (2017)	10% points reduction relative to baseline	5% points reduction relative to 2025	5% points reduction relative to 2030			
<b>Outcome #3:</b> <i>A Resilient, Inclusive, Gender-Sensitive, and Peaceful Society</i>	Poverty rate (%)	37.7% M: 39.5% F: 36.2% (2008) <sup>14</sup>	10% points reduction relative to baseline	5% points reduction relative to 2025	5% points reduction relative to 2030	MOSD, NSAs	<b>SDG # 1: No Poverty</b>  <b>SDG# 5: Gender Equality</b>  <b>SDG# 10: Reduced Inequality</b>	Annual
	Insurance health coverage (%)	7.4% M: 7.8% F: 7.0% (2008)	20% points increase relative to baseline	5% points increase relative to 2025	5% points increase relative to 2030	MOSD, NHI, Private sector		
	Vulnerability rate (%)	14.6% (2008)	20% points increase relative to baseline	5% points increase relative to 2025	5% points increase relative to 2030	MOSD, NSAs		
	Climate-smart housing policy & strategy developed and implemented	No (2018)	Yes	Yes	Yes	MOSD, MOI	<b>SDG#16: Peace, Justice and Strong Institutions</b>	
	Policy on family, fertility & population developed and implemented	No (2018)	Yes	Yes	Yes	MOSD, Church, NSAs		
	SEED beneficiary households	6,109 (2018)	Less than 5,800	Less than 4,000	Less than 2,000	MOSD		

<sup>14</sup>2008 Baselines are sourced from the Grenada Country Poverty Assessment, 2009.

Goal # 2: Vibrant, Dynamic, Competitive Economy with Supporting Climate and Disaster-Resilient Infrastructure						Responsibility	SDG Alignment	Reporting Frequency			
National Outcomes	High-Level Outcome Indicators	Baseline (Most Recent Year)	Targets								
			2025	2030	2035						
<b>Outcome #4:</b> <i>Broad-based, Inclusive and Sustainable Economic Growth</i>	Real GDP growth (%)	5.1% (2017)	Preceding 5-year average not less than 5%	Preceding 5-year average not less than 5%	Preceding 5-year average not less than 5%	CSO, MOF	<b>SDG# 8:</b> Decent Work and Economic Growth	Annual			
	Contribution of services to GDP (%)	66.2% (2017)	5% points increase relative to baseline	5% points increase relative to 2025	5% points increase relative to 2030	CSO, Ministry of Trade, private sector	<b>SDG #12:</b> Responsible Consumption and Production				
	Contribution of manufacturing to GDP (%)	3.3% (2017)	5% points increase relative to baseline	5% points increase relative to 2025	5% points increase relative to 2030	CSO, Ministry of Trade, Private sector	<b>SDG#14:</b> Life Below Water				
	Contribution of agriculture, forestry & fishing to GDP (%)	5.8% (2017)	5% points increase relative to baseline	5% points increase relative to 2025	5% points increase relative to 2030	CSO, MOA, Private sector	<b>SDG#15:</b> Life on Land				
	Total exports (% of GDP)	56.1% (2016)	5% points increase relative to baseline	5% points increase relative to 2025	5% points increase relative to 2030						
	Food import: Volume ('000 Kilo grams) Value (EC\$ million)	43,081.7 KGS \$211.3 million (2017)	5% points reduction relative to the baseline	5% points reduction relative to the baseline	5% points reduction relative to the baseline						
<b>Outcome #5:</b> <i>A Competitive Business Environment</i>	An Orange Economy strategy and action plan developed and implemented, with supporting legislation	No (2018)	Yes	Yes	Yes	Ministry of Culture, Private sector, NSAs	<b>SDG#8:</b> Decent Work and Economic Growth	Annual			
	MSME strategy and action plan developed and implemented, with supporting legislation	No (2018)	Yes	Yes	Yes	Ministry of Trade, Private sector	<b>SDG#9:</b> Industry, Innovation & Infrastructure				

	Time required to start a business (Days)	15 (2018)	Less than 10 days	Less than 8 days	Less than 5 days	Ministry of Trade, Private sector	<b>SDG# 17:</b> Partnership for the Goals	
	Total time dealing with construction permits (Days)	146 (2018)	Less than 100 days	Less than 90 days	Less than 50 days			
	Total time to obtain development permit from Physical Planning Unit (Days)	90 (2018)	Less than 60 days	Less than 31 days	Less than 21 days			
	Time to export, border compliance (Hours)	101 (2018)	Less than 80 hours	Less than 60 hours	Less than 50 hours			
	Time to export, documentary compliance (Hours)	13 (2018)	Less than 10 hours	Less than 8 hours	Less than 6 hours			
	Time to import, border compliance (Hours)	37 (2018)	Less than 30 hours	Less than 20 hours	Less than 15 hours			
	Time to import, documentary compliance (Hours)	24 (2018)	Less than 20 hours	Less than 15 hours	Less than 10 hours			
	Enforcing contracts (Days)	688 (2018)	Less than 500 hours	Less than 400 hours	Less than 300 hours			
	Total trademark applications by resident (Number)	18 (2017)	More than 20	More than 25	More than 30			
	Foreign direct investment (% of GDP)	8.6% (2018)	More than 10%	More than 12%	More than 15%			
<b>Outcome #6: Morden Climate and Disaster-Resilient Infrastructure</b>	Credit Bureau coverage (% of Adults)	0% (2018)	At least 5%	At least 10%	At least 25%	GIDC	<b>SDG#6: Clean Water and Sanitation <b>SDG #9: Industry, Innovation and Infrastructure <b>SDG#11: Sustainable Cities &amp;Communities</b></b></b>	Annual
	Individuals using the Internet (% of Population)	55.8% (2017)	More than 60%	More than 70%	More than 80%			
	Fixed broadband subscriptions (per 100 people)	20.6% (2017)	More than 30%	More than 50%	More than 70%			
	Percentage of farmers using water efficient technology	Less than 5% (2018)	More than 10%	More than 30%	More than 50%	MOA		
	Percentage of annual PSIP proposals screened CCORAL	Less than 5% (2018)	50%	80%	100%	All ministries		



							<b>SDG# 13: Climate Action</b>					
<b>Goal # 3: Environmental Security and Sustainability</b>							<b>Responsibility</b>	<b>SDG Alignment</b>	<b>Reporting Frequency</b>			
<b>National Outcomes</b>	<b>High-Level Outcome Indicators</b>	<b>Baseline (Most Recent Year)</b>	<b>Targets</b>									
			<b>2025</b>	<b>2030</b>	<b>2035</b>							
<b>Outcome #7: Climate Resilience and Hazard Risk Reduction</b>	Percentage of Marine Protected Areas	3% (2018)	25%	30%	50%	MOCR	<b>SDG #13: Climatic Action</b>  <b>SDG #14: Life below Water</b>	Annual				
	Annual greenhouse gas emissions	251, 649 tons of CO2 (2010)	30% reduction relative to Baseline	40% reduction relative to Baseline (indicative)	45% reduction relative to Baseline (indicative)	MOCR						
	Strategy developed and implemented for climate resilience financing and disaster risk management	No (2018)	Yes	Yes	Yes	MOCR, Private sector						
<b>Outcome #8: Energy Security and Efficiency</b>	Renewable energy consumption (% of total final energy consumption)	10.9% (2017)	More than 15%	More than 20%	More than 25%	MOI/Energy	<b>SDG #7: Affordable and Clean Energy</b>  <b>SDG #13: Climatic Action</b>	Annual				
	Electric vehicles imported (% of total imported vehicles)	0.9% (2018)	More than 5%	More than 15%	More than 25%	MOF/Customs, MOI/Transport						
	Emissions from the production of electricity	139.5 tCO2 (2017)		30% reduction relative to Baseline		MOI/Energy						
	Electricity production from renewable energy	0.6% (2015)	More than 10%	More than 20%	More than 50%	MOI/Energy						

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## APPENDICES

### Appendix 1: List of Contributors' Fora/Stakeholders' Engagements

Contributors' Fora/Stakeholders' Engagements	Dates
<b>Parishes:</b>	
St. Mark: St Mark Secondary School	July 11, 2017
Carriacou: Carriacou Multi-Purpose Centre	July 25, 2017
Petite Martinique: Petite Martinique Roman Catholic School	July 27, 2017
St. David: Westerhall Secondary School	August 1, 2017
St. David: Pomme Rose Roman Catholic School	August 3, 2017
St. John: St. John Anglican School	August 22, 2017
St. John: Grand Roy Government School	August 23, 2017
St. Andrew: Crochu Roman Catholic School	January 8, 2019
St Andrew: St. Andrew Methodist School	January 10, 2019
St. Andrew: Tivoli Roman Catholic School	January 14, 2019
St. Patrick: Mt Rose Seven Days Adventist Primary School	January 15, 2019
St. Patrick: Hermitage Government School	January 17, 2019
St. Patrick: McDonald College	January 21, 2019
St. George: Happy Hill Secondary School	January 22, 2019
St. George: Grenada Boys Secondary School	January 24, 2019
St. George: Wesley College Secondary School	January 28, 2019
<b>Diaspora:</b>	
National Youth Centre, St. George (visiting nationals)	August 9, 2017
<b>Sectoral:</b>	
Agriculture & Fisheries	October 18, 2018
Construction & Engineering	October 19, 2018
Tourism	October 19, 2018
Private Sector	October 22, 2018
Human Resources	October 22, 2018
Social Sector	October 23, 2018
Arts, Culture & Creative Industries	October 23, 2018
Social & Economic Infrastructure	October 24, 2018
Environment	October 24, 2018
Youth	October 26, 2018
Social Partners	October 26, 2018
<b>Public Sector:</b>	
Senior Managers' Board, Public Service	October 17, 2018
Ministry of Health, Social Security & Int'l Business	February 12, 2019
Ministry of Education, Human Resource Development & Religious Affairs	February 12, 2019

Ministry of Agriculture and Lands	February 13, 2019
Ministry of Climate Resilience, the Environment, Forestry, Fisheries, Disaster Management & Information	February 13, 2019
Ministry of Infrastructure Development, Public Utilities, Energy, Transport,& Implementation	February 14, 2019
Ministry of Tourism & Civil Aviation	February 14, 2019
Ministry of Trade, Industry, Co - operatives & Caricom Affairs	February 14, 2019
Ministry of Foreign Affairs	February 14, 2019
Ministry of Legal Affairs	February 15, 2019
Ministry of National Security, Public Administration, Home Affairs & Information Communication Technology	February 15,2019
Her Majesty's Prisons	February 15, 2019
Royal Grenada Police Force	February 15, 2019
Ministry of Social Development, Housing, and Community Development	February 15, 2019
Ministry of Labour	February 15, 2019
Ministry of Youth, Sport, and Culture, and Arts	February 15, 2019
<b>Non-Governmental Organisations:</b>	
Representatives of Civil Society Organisations	February 20, 2019
Leaders of Community Organisations	February 21, 2019
<b>Associations, Committees &amp; Individuals:</b>	
Consultants- Grenada Climate-Smart Cities Project	November 5, 2018
Consultant- Grenada National Water Policy	December 18, 2018
Grenada Sustainable Development Committee	March 1, 2019
Catholic Bishop of St. George, Clyde Martin Harvey	March 5, 2019
Consultants-Grenada Sustainable Procurement Policy	March 6, 2019
Representatives of Legal Fraternity	March 15, 2019
Representatives of the Credit Union League	April 16, 2019
Bankers' Association	April 25, 2019

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NATIONAL  
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DEVELOPMENT  
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*Better. Ever. Stronger. Together.*

IV

## VISION STATEMENT

"GRENADA, A RESILIENT AND PROSPEROUS NATION, WITH A CONSCIOUS AND CARING CITIZENRY, PROMOTING HUMAN DIGNITY, AND REALISING ITS FULL POTENTIAL THROUGH SUSTAINABLE ECONOMIC AND SOCIAL PROGRESS FOR ALL."

