

NATIONAL ASSESSMENT REPORT  
GRENADA

SMALL ISLAND DEVELOPING STATES

MAURITIUS STRATEGY OF IMPLEMENTATION  
(MSI + 5 YEARS)

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## **EXECUTIVE SUMMARY**

This National Assessment Report (SIDS MSI+5) gives an update (2010) on Grenada's response to the Small Islands Developing States Mauritius Strategy of Implementation for vulnerabilities, as drawn up in 2005.

The Terms of Reference, given as guidelines, requires that 10 of the thematic/sector-based areas identified in the MSI (BPoA+10) be profiled to reflect the island's response to the MSI agenda. Each of the profiles would cover:-

- (i) Concrete actions taken and specific progress made in implementation;
- (ii) Lessons learned and good practices;
- (iii) Effectiveness of implementation support and mechanisms, including monitoring systems;
- (iv) Special constraints and challenges; and

**(v)** Recent trends and emerging issues.

The updates incorporate considerations of means of implementation as outlined in paragraph 85 of the MSI agenda.

The ten thematic areas for review include:-

- (i)** Climate change and sea-level rise;
- (ii)** Natural and Environmental disasters;
- (iii)** Management of wastes;
- (iv)** Coastal and Marine resources;
- (v)** Fresh Water resources;
- (vi)** Land resources;
- (vii)** Energy resources;
- (viii)** Tourism resources;
- (ix)** Biodiversity resources; and
- (x)** Transportation and communications

This assessment report considered that since sustainable development at SIDS will necessarily be conducted in the context of state-specific, inevitable and inexorable circumstances, that a brief outlining the Economic and Social context of Grenada and highlighting the global and macroeconomic events encountered for the period and with responses to them, should be the subject of an introductory part I. These events were identified as hurricanes of 2004/2005, the Food/Energy crises of 2007/2008, the financial crisis of 2008 and the recession in 2009 and beyond.

The study engaged thematic areas point persons within the public sector, as the chief sources of information and using questionnaires; for in-depth interviews, an interview schedule was used to give respondents a sense, in advance, of what the face-to-face engagements would deal with. These engagements with point persons and others focused on actions taken for implementation of the MSI agenda, the experiences encountered, lessons learned and then an examination of constraints or even opportunities met in implementing initiatives.

Part II would profile the 10 thematic areas based on the issues cited above. It would be observed that not all thematic areas would be represented by a full program or a sub-program or even be led by a designated statutory body; some, as for example, Biodiversity resources although obviously as clear subject of sustainable utilization and as part of key economic resources in Forestry, Fisheries and Agriculture, is not considered mainstream, not being the subject of a distinct and independent program or sub-program; Coastal and marine resources, as yet represented mainly by Fisheries but with a number of vested interest entities such Ports etc, is not mainstreamed as a program/sub-program of Government.

The assessment shows thematic areas as ranked for importance in terms of Public sector investment in the fiscal, year-by-year budget outturn as: Transportation and Communication in first place; multiple expressions of Environmental and Natural Disaster relief response initiatives in second place; Financing relief and economic activity in

response to economic/social threats, third place; Tourism resources, product promotions and marketing, fourth place; Land resources, coastal and marine resources and the other economic bio-diverse resources, in fifth place; with the Program involving waste management ranking seventh. The large projects, with annual costs each in excess of one million dollars (XED), are shown to be more programmed and geared to fit strategic responses; these are small in number but take the considerably greater share of the annual budget outturn. The smaller projects on the other hand are less structured, less strategic; they account for considerable numbers and take a relatively small portion of the annual budget, but provide opportunity for programs/sub-programs to leverage at the needs of the population, especially the more vulnerable segments.

The emphasis of this study was to match the Global and local macroeconomic challenges faced by the island's economy with the actions taken in response to them, rather than attempting to analyze economic performance that might be directly attributable as specific outcomes of economic investments to the focus that would have been given at thematic areas during the period.

## **1.0 The Context For The Thematic Areas Assessment**

In conducting this update of the ten Thematic Areas as an assessment of Grenada's response to the Mauritius Strategy of Implementation (MSI+5), at 2010, a context must be given.

### **1.1 The Economic And Social Context (2005-2009)**

The implementation of the Mauritius Strategy of Implementation for addressing vulnerabilities in the Grenada context, as a SIDS, been fashioned by a number of Global Macro-economic events coupled with two (2) significant natural and environmental disasters of 2004/2005 and by the priorities shown in local responses to these events.

The following extract from the Ministry of Finance and Planning should provide a brief on the context in which the implementation of the MSI was addressed; it would also explain the strategic reforms intended to remedy economic and social issues of the day.

Table 1 will relate in more specific terms, the Global and macroeconomic events, their impact on the local economy and the strategic response of Government to these events.

## **1.2 Update on Grenada's Reform Initiatives**

The following is an extract from a prepared statement made by the Ministry of Finance and Planning. Even as laying emphasis on a felt need to address poverty concerns, it is a general review on the response of Government to macroeconomic events for the period 2005 to 2009.

### **"Update on Grenada's Reform Initiatives**

Although Grenada has made progress towards improving its social indicators over time, the cumulative effect of a number of crises threatens to erode past gains, and poses serious challenges to reducing poverty in Grenada. Since 2001, *recurring external shocks and natural disasters*, along with inadequate spending on the social sectors have contributed to an increase in poverty. Hurricane Ivan in 2004 caused significant damage, equivalent to an estimated 200% of Gross Domestic Product (GDP). The negative impact of Hurricane Emily with damage estimated at 13% of (GDP), the following year compounded household hardship. Further, the fuel and food crisis which emerged in 2007 gave rise to sharp *increases in food prices*, and also caused declines in average real household incomes and heightened poverty levels. The situation is now being *compounded by the Global Economic Recession* which has weakened Grenada's near and medium term economic prospects, through its constricting impact on tourism receipts, *foreign direct investments (FDI)*, *remittances* and *government revenues*, and is threatening social stability.

Since 2006, Government has been undertaking a number of measures aimed at rehabilitating the *economy*, *restoring macroeconomic stability*, and *reducing poverty*. These efforts have been supported by a number of our development partners, including the Caribbean Development Bank (CDB). Support has also sourced from the International Monetary Fund (IMF) within the context of a Poverty Reduction and Growth Facility (PRGF) programme, under which significant gains have been made, especially since the middle of 2008. To strengthen the institutional framework within policies are conceptualised, implemented, monitored, and evaluated, we have been implementing a programme of reforms.

#### **These reforms cover:-**

- a.** The institutional framework for economic management.
- b.** Revenue policy and administration.
- c.** Expenditure and debt management.
- d.** Public Sector Enterprise (PSE) management.
- e.** Enhancement of the climate for investment; and
- f.** The framework for sustainable poverty reduction.

The reforms are being implemented at a time that is very challenging for small, developing countries. The *global financial crisis, and the ensuing recession* have had a profound effect on Grenada's economy, and on the operations of the Government. These events have resulted in a decline in GDP (projected to contract by 6% in 2009), and a sharp reduction in Government revenue, which is compromising the Government's ability to address the impact of the crisis, especially on the poor and vulnerable. Government will need further increases in concessional financial support to intensify its programme of social spending, and to continue the implementation of our programme of reforms. These reforms are critical to improving the development impact of Government's operations, especially at a time when our financing options are not only limited by our obligations under the PRGF, but also by our own intention to minimize the cost at which we finance our development programme. In order to address this increase financing need, we are requesting a loan from CDB in the amount of USD \$12.8 million.

### **The Reform Programme**

#### *The institutional Framework for Economic Management.*

Government has committed itself to implementing a macroeconomic policy framework that would restore fiscal sustainability. In this regard, we have met the targets for the third (December 2008) and fourth reviews (June 2009) agreed with the IMF. We have strengthened the institutional framework for economic management through a major restructuring in the Ministry of Finance, to include a Division of Economic Planning and Management, a Debt Management Unit, as well as an Office of Private Sector Development. We also intend to further augment this framework by establishing a National Economic Council, to serve as an advisory group to Cabinet on issues related to macroeconomic stability and development.

#### ***Revenue Policy and Administration***

With increasing emphasis on improving competitiveness, Government is seeking to implement revenue reforms aimed at increasing the efficiency of the tax system through simplification and predictability, broadening the tax base, and responding to changes in revenue resulting from various treaty obligations. In this regard, we have announced the implementation of a value added tax (VAT) commencing February 2010, the enabling legislation for which was passed in July 2009. This tax, which replaces the General Consumption Tax, the Airline Ticket tax and the motor vehicle purchase tax, has proven to be very effective in places where it has been implemented in promoting economic efficiency, and has been designed to take into account policies aimed at cushioning any negative impact on disadvantaged and vulnerable groups. An excise tax is also to be implemented, and the enabling legislation is scheduled to be presented to parliament in October 2009. Government will also be upgrading the systems, procedures, and information technology, to support interface with other software as well as to support e-commerce. These efforts are also intended to reduce the time taken to process exports and imports, and facilitate more efficient risk management. In keeping with the recommendation of the Organization



of Eastern Caribbean States Tax Reform Commission, Government is also undertaking a review of the system of taxation of property in Grenada.

### ***Expenditure Management***

We are taking steps to strengthen the legal framework for public finance management. The New Public Finance Management Act (PFMA), The New Audit Act and The Public Procurement and Contract Administration Act came into effect on July 1<sup>st</sup>, 2008. These laws have modernize the outdated legal and regulatory framework that governed public finance management in Grenada, and provide a framework for more effective development, implementation, monitoring and evaluation of the budget.

### ***Debt Management***

Government recognizes that debt management must be a critical component of our reform agenda, *since debt servicing cost can erode our ability to engage in expenditures aimed at furthering the development of the country*. Our challenge is, therefore, to prudently manage the public fiancés in order to minimize the overall deficit, while raising the required amount of financing in a manner that minimizes cost and risks. Government is in the process of drafting a debt strategy that will focus on maintaining sustainable levels of debt by generating appropriately-sized primary balances, ensuring optimal returns on expenditure in relation to the impact on output growth, and borrowing at the most favourable terms. These actions are intended to help to generate the dynamics that would allow the county to attain debt levels that are consistent with the prudential benchmark of 60% of GDP by 2020, as agreed upon the members of Eastern Caribbean Currency Union (ECCU) or as soon as practicable. We have established a Debt Management Unit that will warehouse the middle and back office operations of GOCR's debt management function. Additionally, a newly-reconstituted Debt Coordinating Committee has been established within the Ministry of Finance, and has been charged with the responsibility of cash flow management and planning. We also are participating in initiatives with the ECCU area to enhance debt management systems in ECCU.

### ***PSE Management***

Government is attempting to strengthen the oversight of PSE's via the strengthening of the legislative framework. In this regard, the PFMA requires that these entities submit business plans to their oversight ministry at the beginning of the year, and the Audit Act empowers the Director of Audit to conduct audits of PSE's.

### ***Enhancing the investment Climate***

In order to ensure that an environment exists that encourages investment; Government is taking a number of steps. Efforts are being made to enhance the ease of doing business in Grenada, specifically related to starting a business, registering property, and enforcing contracts. In this regard, the Cooperate Affairs and Intellectual Property Act was passed, and the Companies and Intellectual Property Office will soon be established. The Deed and Land Registry Act was amended to facilitate the separation of land registration and titling from the High Court, and thus make land registration more efficient. By the end of 2009, we intend to pass legislation that will modenise the framework within which the Customs Department operates. We are also attempting to create a more streamlined investment facilitation process. Emphasis is being placed on fast tracking investment proposals, by creating a one-stop investment facilitation agency, and modernizing the investment

incentive legislative framework. The new investment promotions act will provide a transparent and level regime for domestic and foreign investor.

### ***Sustainable Poverty Reduction***

GOCR's medium term strategy clearly states its imperatives for poverty reduction. Critical to realizing these objectives is the conduct of the second Country Poverty Assessment (CPA), which commenced in 2007. The CPA is expected to be adopted by Cabinet by within two (2) months of receipt of the final report which was expected on September 28<sup>th</sup>, 2009. The findings of the CPA are integral to updating the country's interim Poverty Reduction Strategy (PRS) into the Poverty Reduction Strategy and Action Plan (PRSAP). The PRSAP will articulate the framework, including inter-sectoral linkages and programming required, to achieve sustainable poverty reduction within the context of economic growth. This framework is critical in ensuring that there is adequate social sector budgeting, intended to efficiently target poor and vulnerable households, and to mitigate social risks which, if unchecked, may translate into dependency with larger numbers of households requiring state assistance. GOCR recognizes this imperative, and in response, is currently undertaking a review of its social protection system aimed at rationalizing these programs to improve efficiency and cost effectiveness through targeting and a system of beneficiary graduation. The findings of this review were disseminated in September 2009.

### **Conclusion**

GOCR remains committed to the implementation of sound macroeconomic policies that will place the fiscal situation on a sustainable path. We also remain committed to improving the systems within policies are developed, implemented, monitored and evaluated, in order to optimize on the development impact of our programmes. Furthermore, we intend to improve the climate within which the private sector operates in order to optimize its potential for contributing to growth and development. GOCR is committed to implementing the program of reforms outlined above."

**Table 1: A REVIEW OF GLOBAL AND LOCAL MACRO ECONOMIC EVENTS AND GOVERNMENT'S RESPONSES**

Global And Macro Economic Events (2005-2009)	Impacts On The Local Economy	Governments Strategic Responses
<p>1. Hurricane Ivan (2004) Emily (2005).</p> <p><b>Destruction:</b> 200% of GDP (2004) 13% of GDP (2005)</p> <ul style="list-style-type: none"> <li>• Destruction or serious damage to over 80% of homes.</li> </ul>	<ul style="list-style-type: none"> <li>• Public and Private infrastructure devastated resulting in a focus on rebuilding and remortgaging of properties.</li> <li>• Diminished Agricultural production capacity.</li> <li>• Diminished capacity for generating</li> </ul>	<ul style="list-style-type: none"> <li>• Emphasis on rehabilitation of roads infrastructure.</li> <li>• Emphasis on rehabilitation of health/ education infrastructure.</li> <li>• Considerable emphasis on direct assistance programs</li> </ul>

<ul style="list-style-type: none"> <li>• Damage to schools, Health facilities and public buildings.</li> </ul>	<p>income-based services especially in tourism.</p> <ul style="list-style-type: none"> <li>• Significant increase in unemployment.</li> <li>• Reduction in Government revenue as source of investment (local) financing.</li> <li>• Diminished commercial trade and production.</li> <li>• Social instability.</li> <li>• In flows of Aid and Grants.</li> </ul>	<p>toward building and repairs of homes.</p> <ul style="list-style-type: none"> <li>• Emphasis on income generating employment in public works.</li> <li>• Emphasis on public assistance (safety net mechanisms).</li> <li>• Emphasis on concession to commercial enterprises having income generating capacity and capacity to maintain jobs.</li> </ul>
	<ul style="list-style-type: none"> <li>• Inflows of insurance compensation for middle to higher priced properties.</li> <li>• Inflows of technical assistance.</li> <li>• Increase in poverty levels at segments of the population.</li> </ul>	<ul style="list-style-type: none"> <li>• Flexible employment opportunity for workers.</li> <li>• Emphases on encouraging foreign direct investment.</li> </ul>

**Projects/Programs in Response:** Training and Employment projects; Emergency Recovery and Disaster Management Project.; National Disaster Relief Project; Hurricane Ivan Emergency Recovery Project (and other projects showing considerable emphasis on rehabilitation and recovery); Tourism Marketing and Promotions and Joint Marketing Project (year by year); Housing repair projects; Roads and Bridges Program; Road Construction and Rehab. Projects (year-by-year); Road Improvement Project; De-bushing and Safety net programs; Disaster Response initiatives (as capacity-building or capital works of various kinds).

Global And Macro Economic Events (2005-2009)	Impacts On The Local Economy	Governments Strategic Responses
<p>2. Food/ Energy crisis (2007).</p>	<ul style="list-style-type: none"> <li>• Increase in Fuel Prices.</li> <li>• Increase in Energy Prices.</li> <li>• Increase in the cost of services (local).</li> <li>• Increase in the price of imported manufactured goods/services.</li> <li>• Increased in Food Prices.</li> </ul>	<ul style="list-style-type: none"> <li>• Absorption of a greater amount of the increase in fuel cost- relaxation in concessions / subsidies to consumers of fuel and food.</li> <li>• Revise the regime for management of fuel and energy prices.</li> <li>• Emphasis on social safety</li> </ul>

	<ul style="list-style-type: none"> <li>• Increase in the price Processed Foods.</li> </ul>	nets.
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**Projects /Initiatives In Response:** Safety net initiatives for relief to elderly (financial Assistance). Project; work/training projects (IMANI and Youth Empowerment Projects). De-bushing program; postpone raising fuel-energy prices in response to increases in CIF/FOB prices of fuel.

<b>Global And Macro Economic Events (2005-2009)</b>	<b>Impacts On The Local Economy</b>	<b>Governments Strategic Responses</b>
Global financial crisis and economic recession (2008-2010) <ul style="list-style-type: none"> <li>• Shrinkage in available loan financing (2008-2009).</li> <li>• Shrinkage in tourist travel (2008-2009).</li> <li>• Contraction in incomes of the</li> </ul>	<ul style="list-style-type: none"> <li>• Weakened capacity of Government to finance economic and social investments.</li> <li>• Contraction in tourist arrivals.</li> <li>• Contraction in job opportunity and incomes of tourist services-providers.</li> <li>• Loss of job or rotation in work opportunity at businesses.</li> <li>• Significant reduction in remittances</li> </ul>	<ul style="list-style-type: none"> <li>• Contraction in locally financed capital investments.</li> <li>• Aggress search for foreign direct investment opportunities.</li> <li>• Aggressive tourism marketing and promotions.</li> <li>• Implementation of safety net programs.</li> <li>• Implementation of small</li> </ul>

<p>Grenada's Diaspora in metropolitan countries. (2008-2009)</p> <p>Shrinkage in foreign direct investment linked with the global financial crisis and economic recession. (2008-2010)</p> <p>A managed contraction in government expenditures; it self a consequence of a reduced revenue base.</p> <p>Global Macroeconomic uncertainties.</p> <p>The global recession and its outfalls.</p>	<p>of money and material incomes of local economically challenged and dependent relatives of persons living in metropolitan countries.</p> <ul style="list-style-type: none"> <li>• Significant contraction in capital available to a number of already designed foreign investments.</li> <li>• Significant contraction in construction work opportunities; and work opportunity at allied services.</li> <li>• Greater pressure on government to narrow its set of priorities in terms of public sector (local) investment.</li> <li>• Social instabilities at the more vulnerable sectors of the population.</li> <li>• Increase in levels of poverty and dependency.</li> <li>• A pressure on Government to design and implement a number of wide-ranging reforms (program-based) for generating economic and social resiliency and for more efficient macroeconomic management.</li> </ul>	<p>projects with high impact for employment.</p> <ul style="list-style-type: none"> <li>• Engagement in tripartite consultations.</li> <li>• Maintain/enhance compensating safety net assistance programs.</li> <li>• Mount income generating programs of short-term employment using small projects or larger ones.</li> <li>• Grant more attractive economic incentives to foreign investors.</li> <li>• Grant incentives to private land/ sea tourist- based services providers.</li> <li>• Grant incentives to local /foreign joint ventures.</li> <li>• Concentration on the narrow set of priorities that respond to shorter term investments in jobs, social stability and trade.</li> <li>• Application of safety net programs for short-term employment and with other programs to create resiliency in vulnerable segments of the population.</li> <li>• Application of a set of reforms, some already being applied, others needing inputs of resources in order to apply on a sustainable basis.</li> </ul>
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**Projects/programs in response:** Proposed loan financing (to more effectively finance reforms) project; tax relief to businesses maintaining employment levels/rotating staff; safety net programs.

**Table 2: YEAR-BY-YEAR CAPITAL PROJECTS / EXPENDITURES (ACTUAL OUTTURN) A PROGRAM WITH THEMATIC AREAS**

Governments main sector	Year 2005 expenditures	Year 2006 expenditure	Year 2007 Expenditure
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	Main Projects EC\$, Mill			Other Project EC\$			Program Total (EC\$)			Main Projects (EC\$)			Other Projects (EC\$)			Program Total (EC\$)			Main Project EC\$, Million			Other Project EC\$			Program Total (EC\$)		
	Numbers	% Of Total	Number	% Of Total	Program Total (EC\$)	Number	% Of Total	Other Projects (EC\$)	Numbers	% Of Total	Program Total (EC\$)	Number	% Of Total	Other Projects (EC\$)	Numbers	% Of Total	Program Total (EC\$)	Number	% Of Total	Other Project EC\$	Numbers	% Of Total	Program Total (EC\$)				
Program # 10 Prime Minister (TA): <u>Natural/ Environmental disaster response management.</u>	3.8 m	3	43 %	4.9 %	20	57	8.7 m	45.9m	5	94 %	2.8 m	22	6 %	48.7 m	24.5	6	82 %	5.4 m	20	18 %	29.8 m						
Program # 15 tourism and civil aviation etc. (TA): <u>Tourism Resources</u>	10.8 m	2	92 %	0.9 m	10	8	11.7 m	17.6m	2	.93 %	0.1	15	7 %	18.9 %	18.2 m	2	89 %	2.2	10	11 %	20.3 m						
Program #30 communication / work etc. TA transportation and <u>communication : freshwater resources.</u>	75.2 m	11	96 %	3.1 m	12	4 %	78.2 %	94.9m	6	93 %	7.3	12	7 %	102.2 m	63.5 m	7	84 %	12.2	12	16	75.6						
Program #20 Finance and Planning (TA): <u>Energy res. climate change biodiversity RES.</u>	16.4 m	6	74 %	5.9 m	35	26 %	22.3 m	26.8	6	87 %	4.0 m	33	13 %	30.8	17.3 m	5	79 %	4.5 m	40	21 %	21.8 m						
Program # 50 health (TA): Waste Management.	0.0	0.0	0.0	2.9 m	28	100 %	2.9 m	12.8	2	77 %	3.0 m	31	23 %	12.8 m	6.8 m	2	70 %	2.8 m	30	30 %	9.7 m						
Program # 64 agriculture (TA): <u>coastal/ marine RES: productivity RES land recourse s</u>	2.2 m	3	14 %	13.6 m	29	86 %	15.8 m	13.8	2	77 %	4.0	40	23 %	17.8	12.3 m	5	70 %	2.9 m	40	30 %	17.4 m						

Governments main sector (program)	<b>Year 2008 expenditures</b>	<b>Year 2009 expenditure</b>
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	Main project EC\$, Mill	Numbers	% of total	Other Project EC\$	Numbers	% of total	Program Total (EC\$)	Main Projects (EC\$)	Numbers	% of total	Other projects (EC\$)	Numbers	% of total	Program Total (EC\$)
Program # 10 Prime Minister (TA): <u>Natural/ Environmental disaster response management.</u>	35.4 m	5	87 %	5.5	27	13 %	40.9 m	0.0 m	0	0.0 %	2.5 m	14	100 %	2.5 m
Program # 15 tourism and civil aviation etc. (TA): <u>Tourism Resources</u>	22.9 m	2	94 %	1.4 m	10	6 %	24.4	27.9 m	2	99 %	0.3 M	4	1.0 %	28. 2 m
Program #30 communication / work etc. TA transportation and <u>communication; freshwater resources.</u>	56.1 m	8	95 %	28 m	11	5 %	58.9 M	13.8 M	4	79 %	3.7 M	13	21 %	17. 5 m
Program #20 Finance and Planning (TA): <u>Energy res. climate change biodiversity RES.</u>	(B) 8.3 m  (A) 3.9 m	2  2	74 %  46 %	2.9 m  4.7 m	10  26	26 %  54 %	11.3 m  8.7 m	9.8 m	4	69 %	4.4 m	38	31	14. 2 m
Program # 50 health (TA): Waste Management.	0.0	0.0	0.0	2.9 m	35	100 %	2.9 m	0.0 m	0	0	3.5 m	36	100 %	3.4 m
Program # 64 agriculture (TA): <u>coastal / marine RES: productivity RES land recourse s</u>	18.9 m	4	81 %	4.4 m	48	19 %	23.4 m	23.8 m	2	83 %	4.9 m	39	17 %	28. 8 m

**Source data: Ministry of Finance and Planning (a adaptation from the report on capital budget outturn).**

### **1.3 Administration of Sustainable Development in the Grenada Context**

#### **1.3.1 Administrating Social And Economic Development**

Government of Grenada's year-by-year fiscal policies, policy instruments and programs provide the chief means and context for both direct public sector and indirectly, for private sector investments for economic and social development of the island.

Public Sector development is led by the government Ministry that would provide for main-sector policy direction. At Ministries, institutionalized and mainstream programs administer various portfolio-based services through their delivery systems. Delivery of Government development initiatives/services are complemented by various special projects. Such Projects may be designed and implemented using local revenues or loan or grant funding supported by local counterpart contributions or as regional or international projects having local dimensions.

Normally special projects either provide for infrastructural and human resources capacity-building at Government programs or they serve to initiate new entities within Government as responses to, for example, a special need for commerce-related Government services; such entities may be geared to improve pre-existing delivery systems or for creation of a statutory body with mandates.

All existing delivery systems for facilitating development are administered as ministry-based programs (having projects to administer) or as tasks of stationary bodies; all investment initiatives are sector focused.

### 1.3.2 **Thematic Areas Versus Main-Sector Programs**

Even as thematic areas would suggest the sector prospective (as model) with regard to sustainable development, nevertheless the administration of development, in the Grenada context, could not be always fitted as such. Even so, significantly, actual inter-sectoral linkages and local functional cooperation among agencies provide for making the thematic areas model meaningful and workable.

### 1.3.3 **Programming And Implementation Process For Social And Economic Development**

Even as each portfolio-based Ministry leads in public policy, the year-by-year fiscal budgeting process as main instrument for social and economic development within the country is delivered in stages and led by the Ministry of Finance/Planning.

#### **Stage # 1**

Capital and recurrent budget proposals are presented to the Ministry of Finance and planning; consultations generate sector-based projects and program budgets.

#### **Stage#2**

A Consolidated and corporate Recurrent and Capital budget draft coupled with selected projects, is presented to the public at district and national consultations prior to the presentation of the annual budget (Bill) that makes allocations to Ministries, programs, projects and statutory bodies as well as to non-state entities.

#### **Stage # 3 Implementation of Budgeted Expenditures**

- (a) Management of approved annual budget for implementation of programs
- (b) Management of projects.
- (c) Oversight of statutory bodies and utilizes.



1.3.4 **Thematic Areas And Their Suites of Agencies Involved In Local Functional Co-operation / Intersectional Linkage.**

The groups of agencies directly collaborating in the context of thematic areas are shown in Table 3. The lead agency in the delivery of Government services in the context of each thematic area is highlighted and ranked.

**Table 3: Thematic areas, Allied Agencies, Roles and Functions**

<b>THEMATIC AREA</b>	<b>MINISTRY / AGENCY</b>	<b>ROLE AND FUNCTION</b>
Climate Change Sea-Level Rise.	<ol style="list-style-type: none"> <li>1. <b><u>MOF/P/ economic affairs</u></b></li> <li>2. MOC / W/met. Office</li> <li>3. MOAFF / Land use</li> <li>4. MOAFF MOCDL/ lands and surveys.</li> </ol>	<ul style="list-style-type: none"> <li>• Coord. of Public Policy</li> <li>• Tracking weather conditions</li> <li>• Maintenance of GLIS</li> <li>• Custodian of Public Lands</li> </ul>
Natural And Eviron. Disasters	<ol style="list-style-type: none"> <li>1. <b><u>Min of PM / NaDMA</u></b></li> <li>2. MOPM/ Police land /sea.</li> <li>3. MOFP/ Grenada ports Authority.</li> <li>4. MOCW/ Roads Div.</li> <li>5. MOCW/ Telecoms.</li> <li>6 MOCW/ Electricity</li> <li>7. Other essential services-providers.</li> </ol>	<ul style="list-style-type: none"> <li>• Management of disaster preparedness, response.</li> <li>• First responders for disaster.</li> <li>• Maintenances of port navigation services.</li> <li>• Maintenance of roads and infrastructure</li> <li>• Generatin,Electric Power</li> <li>• Provision of essential services.</li> </ul>
Management Of Wastes	<ol style="list-style-type: none"> <li>1. <b><u>MOH /GSWMA</u></b></li> <li>2. <b><u>MOC/W/ NAWASA</u></b></li> <li>3. MOH/ Public Health Div.</li> </ol>	<ul style="list-style-type: none"> <li>• Disposal , domestic wastes.</li> <li>• Disposal of sewage waste.</li> <li>• Management of all waste.</li> </ul>
Coastal And Marine Resources	<ol style="list-style-type: none"> <li>1. <b><u>MOAFF / Fisheries Div.</u></b></li> <li>2. <b><u>MOF/P/ GPA</u></b></li> <li>3. MOCW / Roads and communications.</li> <li>4. MOPM/ Coast Guard.</li> </ol>	<ul style="list-style-type: none"> <li>• Management of access to use of fisheries resources.</li> <li>• Management of navigation, shipping and port facilities.</li> <li>• Management of roads and infrastructure.</li> <li>• Coastal security.</li> </ul>
Freshwater Res (And Sewage)	<ol style="list-style-type: none"> <li>1. <b><u>MOCW/ NAWASA</u></b></li> <li>2. MOAFF/ forestry Div.</li> </ol>	<ul style="list-style-type: none"> <li>• Management of pot water production and distribution.</li> <li>• Management of access to,</li> </ul>

	2. MOAFF/ Land use Div.	<p>use of water source, forest and wild-life.</p> <ul style="list-style-type: none"> <li>• Monitor land and water man'g't.</li> </ul>
Land Resources	<ol style="list-style-type: none"> <li>1. <b><u>MOAFF / Land use div.</u></b></li> <li>2. MOAFF / Forestry div.</li> <li>3. <b>MOAFF/ Lands and Surveys</b></li> <li>4. MOAFF / Fish div.</li> </ol>	<ul style="list-style-type: none"> <li>• Custodian of all public lands.</li> <li>• Management of access to, use of forest resource.</li> <li>• Management of access to, use of fishery resources.</li> <li>• Maintenance of GLIS and met data.</li> </ul>
Energy Resources	<ol style="list-style-type: none"> <li>1. <b><u>MOF/P/ ENERGY DIV.</u></b></li> <li>2. MOC / W/ utilities control</li> <li>3. Grenada Electricity Services (private).</li> <li>4. Petro-fuel providers.</li> </ol>	<ul style="list-style-type: none"> <li>• Management of access to use of energy resources.</li> <li>• Oversight of utilities</li> <li>• Generation/ delivery of elect. Power.</li> <li>• "Petrol" providers.</li> </ul>
Tourism Resources	<ol style="list-style-type: none"> <li>1. <b><u>MOTCA / GTB</u></b></li> <li>2. MOTCA/ Admin.</li> <li>3. MOFP/ GPA</li> <li>4. MOTCA/ GAPA</li> <li>5. MOTCA / Nat. parks (with forestry and wildlife).</li> </ol>	<ul style="list-style-type: none"> <li>• Production and enhancement of the tourism product.</li> <li>• Tourism policy direction.</li> <li>• Facilitation of cruse shipping.</li> <li>• Facilitation of air uplift/down lift.</li> <li>• Maintenance and enhancement of nat. parks.</li> </ul>
Bio Diversity Resources.	<ol style="list-style-type: none"> <li>1. <b><u>MOAFF/ Forestry Div.</u></b></li> <li>2. <b><u>MOAFF/ fish Div.</u></b></li> <li>3. MOAFF/ pest. Mana'g't. /Agri-exten. / Agronomy / veterinary.</li> </ol>	<ul style="list-style-type: none"> <li>• Management of access to, use of forest resources.</li> <li>• Management of access to use of fisheries resources.</li> <li>• Management of disease control measures; mana'g't of utilization of plant and animal stocks.</li> </ul>
Transport And Communication	<ol style="list-style-type: none"> <li>1. <b><u>MOCW / civil works, infrastructure, communication, utilities.</u></b></li> <li>2. MOPM / police (traffic)</li> <li>3. MOCW and public utilities / GAPA/ NAWASA/NTRA / Utilities oversight.</li> </ol>	<ul style="list-style-type: none"> <li>• Management of infrastructure.</li> <li>• Traffic control</li> <li>• Facilitation of airport service.</li> <li>• Generation/ distribution of water; sewage.</li> <li>• Regulation of telecomm.</li> <li>• Oversight of electricity services.</li> </ul>

**Table 4: THEMATIC AREA, LEADING ENTITIES, SUSTAINABLE DEVELOPMENT IDENTIFIED IN MISSION AND PROGRAM STATEMENTS**

Thematic area ministry program sub program agency	Role and function of ministry program or agency	2005		2006		2007		2008		2009	
		MS.	PROG.	MS.	PROG.	MS.	PROG.	MS.	PROG.	MS.	PROG.
<b><u>Climate change sea-level rise</u></b> • MOF/P (1) • Land use (2) • GAPA (3)	Policy direction  • GLT system met. Data base. • Weather monitor.	✓ ✓ ✓	✓ ✓ ✓	✓ ✓ ✓	✓ ✓ ✓	✓ ✓ ✓	✓ ✓ ✓	✓ ✓ ✓	✓ ✓ ✓	✓ ✓ ✓	✓ ✓ ✓
<b><u>Natural and ENIR. Disasters</u></b> MO PM (1) NAPMA (2)	Policy direction  Disaster response and preparedness.	✓ ✓	✓ ✓	✓ ✓	✓ ✓	✓ ✓	✓ ✓	✓ ✓	✓ ✓	✓ ✓	✓ ✓
<b><u>Management of waste</u></b> MOH (1) GSWMA (2) Public health DIV.	Policy direction.  Collection, disposal of domestic waste management of waste (general)	✓ ✓ ✓	✓ ✓ ✓	✓ ✓ ✓	✓ ✓ ✓	✓ ✓ ✓	✓ ✓ ✓	✓ ✓ ✓	✓ ✓ ✓	✓ ✓ ✓	✓ ✓ ✓
<b><u>Coast/ Marine Resources</u></b> MOAFF (1) Fishers div (2) GPA (3) Grenada cost GD (4) Forestry div.(5)	Policy direction.  Management of fisheries  Management of wet lands ports control.  Coastal security.	✓ ✓ ✓ ✓ ✓	✓ ✓ ✓ ✓ ✓	✓ ✓ ✓ ✓ ✓	✓ ✓ ✓ ✓ ✓	✓ ✓ ✓ ✓ ✓	✓ ✓ ✓ ✓ ✓	✓ ✓ ✓ ✓ ✓	✓ ✓ ✓ ✓ ✓	✓ ✓ ✓ ✓ ✓	✓ ✓ ✓ ✓ ✓
<b><u>Freshwater Recourses.</u></b> MOCWPV (1(a)) NAWASA (1(b)) Land use (2) Forestry (3)	• Policy direction. • Operation management. • Geo. Land info. Data base forest management.	✓ ✓ ✓ ✓	✓ ✓ ✓ ✓	✓ ✓ ✓ ✓	✓ ✓ ✓ ✓	✓ ✓ ✓ ✓	✓ ✓ ✓ ✓	✓ ✓ ✓ ✓	✓ ✓ ✓ ✓	✓ ✓ ✓ ✓	✓ ✓ ✓ ✓
<b><u>Land Resources</u></b> MOAFF (1) Land use (2) Lands / Survey (3) Dev. Control Auth.(4)	• Policy direction • GIS, net data • Custodian of land plans • Land control planning. • New lands/survey	✓ ✓ ✓ ✓ ✓	✓ ✓ ✓ ✓ ✓	✓ ✓ ✓ ✓ ✓	✓ ✓ ✓ ✓ ✓	✓ ✓ ✓ ✓ ✓	✓ ✓ ✓ ✓ ✓	✓ ✓ ✓ ✓ ✓	✓ ✓ ✓ ✓ ✓	✓ ✓ ✓ ✓ ✓	✓ ✓ ✓ ✓ ✓

MOCDL (5)	port -folio, 2008										
<u>Energy Resources</u>	Policy direction.										
MOF /P (1)	Direction	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Energy / P (2)	management and info systems	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
GRENLEC electric power control providers	Electricity services provider petrol supply.	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
<u>Tourism RES.</u>	• Policy Direction	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
MOTCA (1)	• Tour. Product Dev.	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
GBT (2)	• Airport management	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
GAPA (3)	• Sea Port Management	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
GPA (4)											
<u>Bio Diversity Resources.</u>	Policy direction										
MOF /P (1)	Forestry management	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Forestry Div (2)											
Fisheries Di(3)	Fisheries management	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Agri. Exten (4)											
Agromony (5)											
Port Mana'g't (6)	Farm services management	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Customs /mode(7)											
	Cons, of seeding	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
	Diseases control										
	Intl trade										
<u>Transportation and communication</u>	Policy direction										
	• Development	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
	• Development	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
MOCWPU (1)	• Land Planning	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Roads Div (2)	• Telecom Management	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Infrastructure (3)	• Oversight	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Dev. Control Auth. (4)		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
TRC (5)		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Utilities (6)		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

**Key:** MS (Mission Statement)  
PROG (Ministry program or agency program)

**Ministers:**

MOCWPU (Ministry of Communication, Works, Public Utilities)  
MOF/P (Ministry of Finance and Planning)  
MOAFF (Ministry of Agriculture , Lands, Forestry, Fisheries)  
MOCDL (Ministry of Community Development and Lands)  
MOTCA (Ministry of Tourism and Civil Aviation)  
MOPM (Ministry of the Prime Minister)  
MOH (Ministry of Health)

**Key:**

**Utilities/Statutory Bodies**

NAWASA (Nation Water, Sewage Authority ; Public)  
GRENLEC (Grenada Electricity Corp ; Private)  
GAPA (Grenada Airport Authority ; Public)  
GBT (Grenada Board of Tourism ; Public)  
DCA (Development Control Authority ; Public)  
NADMA (National Disaster Management Authority ; Public)  
NTRC (National Telecom Regulatory Authority ; Public)

**Part II**

## **2.0. A profile of the ten thematic areas with regards to the SIDS MSI agenda:**

- **Name of thematic area**
- **Thematic area actions taken**
- **Lessons learned / best practices**
- **Implementation and monitoring schemes**
- **Special constraints and challenges**
- **Recent trends and emerging issue**
- **Observable special focus at thematic area during the period**

### **2.1 THEMATIC AREAS ASSESSMENTS**

#### **(1) Name of thematic area:- CLIMATE CHANGE AND SEA LEVEL RISE**

**Concrete Actions:** (wrt SIDS MSI agenda):- As a thematic area in the very early stages toward mainstreaming, the key initiatives undertaken during the 2005-2009 period involved both interpretation of climate change and then Education and awareness within the local community; as a currently hot issue for the international community, Government has maintained a collaborative interest with the international community with respect to initiatives on the issue.

On the local level, a National Climate Change Committee has been set up, a National Climate Change Policy and Action Plan has been drawn up and; inter-sectoral linkages on issues have been established. For interpreting issues of climate change and for building awareness, a participatory round of public consultations on the policy and action plan was held. Nine national consultations and seven community consultations were held between September and October of 2006 and involving approximately 700 persons. The chief focus of the consultations was the technical work done with respect to climate change during the period 1999-2005.

**Lessons Learned and Good Practices:-** Having generated wide interest among the climate change relevant agencies within the public sector and then having greater opportunity to interpret the implications of climate change and response to it, the Government initiative was able assess the wider interests of the public on the issue. The public was able to understand the impact of the response of the International community to the issue of climate change in terms of: Technological implications for trade in goods and services and for relevant procedures and practices to satisfy for.

#### **Effectiveness of Implementation Support Mechanisms and Monitoring Systems**

The public interest on the issue has been heightened and there is therefore greater concern for responses such as more appropriate designs for civil works that should be made more resilient to sea or land storms for example; there is greater concern for a response to CFC impacts; greater sensitivity to the cost/benefit of changing technologies that are imported.

The smallness of the local community, as in all SIDS, constrains capacity to conduct any long range and sustainable monitoring, except for the routine monitoring of meteorological

data by the Geographical Land Information Systems program of the Land use Division and Air Traffic Control at the main Airport, for purposes of weather patterns trackings.

### **Special Constraints and Challenges**

Accommodating the cost of changing technologies that are responses to the challenges of climate change in the International arena is an inexorable problem that the island knows it must face at many sectors.

### **Recent Trends and Emerging Issues**

Management of climate change responses on the local level is far from mainstreaming; the current response at sectors appears to be a strategy that would monitor/surveillance trends and be prepared to react to changing technologies, procedures and practices being adopted by the countries with whom we trade and relate.

### **The Observable Focus on the Thematic Area During the Period (2005-2009)**

A national status report on climate change response was prepared by the Ministry of Finance and Planning recently however, the interest in climate change issues have weakened.

## **(II) Name of thematic area : NATURAL / ENVIRONMENTAL DISASTERS**

**Concrete Actions (wrt SIDS MSI agenda):** As a main issue regarding vulnerability of SIDS, i.e. exposure to natural/environmental disasters and, Grenada having been recently traumatized by Hurricanes Ivan (2004) and Emily (2005), the capacity for disaster preparedness/response in Grenada was significantly enhanced by the work at the lead Government entity, the National Disaster Management Agency (NaDMA).

The structure of the institution for the Disaster preparedness/response system led by NaDMA, prior to the Hurricanes of 2004/2005 had been to incorporate District committees into a network that was led by a National Disaster Management Advisory Council, chaired by the Prime Minister, and involving a multiplicity of Public and Private sector vested interests and community groups. Since 2005 however, while enhancing technologies for outreach and response/preparedness and for linkages with regional and international agencies, NaDMA has laid considerable emphasis on:

- (i). Establishing functional community (village) committees to support the model of district committees.
- (ii). Mounted twice weekly Education and awareness programs on TV/Radio in order to promote Home-tailored Disaster Management Plans, knowing that immediately after a major disaster homes/villages could be actually on their own for the extended period.

Functional co-operation is current between NaDMA and agencies such as CDEMA, Grenada Red Cross/International Red Cross and JICA of Japan among others.

### **Lessons Learned /Good Practices**

A public awareness on the local level is greatly enhanced when the public becomes aware of the many non-local disasters.

Secondly, that disaster preparedness/response would be greatly enhanced by preparedness at the village and Home/family level.

Thirdly, that disaster response is heightened soon after a local or external event but soon dies out afterward, except the event is kept active by the media.

#### **Effectiveness of Implementation of Support and Mechanisms, Monitoring systems:**

Readiness for collaborating, both public and private, in the context of volunteerism for vested interest is key for working the system. The actual disaster is the greatest test of effectiveness. Sea/land weather storms are the most responded to by the public in terms of observation and preparedness; preparedness for Earthquakes are expensive and such events are difficult to predict ; other disasters such as oil spills, volcanoes etc are considered by the island community as the remote event. The Physical Planning Development Control Authority is challenged in enforcing the code for steel reinforced structures, especially for homes at less economically advantaged villages.

#### **Special Constraints/Challenges**

The cost of contingency planning for annual weather disasters, at the family level, appears to have challenges for families.

- Sufficiency of design for resilience to the singular or coupling effect of weather disasters and an immediate earthquake afterward; for example the weakening of structures due to a wet hurricane.

#### **Recent Trends/Emerging Issues**

- The traumatic experiences of Hurricanes of 2004/2005 have had a dramatic impact on the quality of reinforcement for buildings, especially the roofs of homes. Also, citizens are now much more amenable to compulsorily insuring their home investments, with or without banking obligations regarding sureties.
- Citizens are much more aware of risks and costs of disaster, both economic and psychological; since 2004/ 2005.

#### **The Observable Focus on the Thematic Area During the period (2005-2009)**

The focus on disaster preparedness and disaster response readiness led by NaDMA and other agencies has been considerable during the period, obviously as response to memories of the traumatic hurricane events of 2004 and 2005. Of course media coverage of dramatic disaster events occurring outside Grenada was also a strong animator; family-based disaster planning is currently in strong focus.

### **(III) Name of thematic area: - MANAGEMENT OF WASTES**

A Grenada Solid Waste Management Authority (GSWMA) has been established since 1995 and has now enhanced its services during the 2005-2009 period. In 1995 it was estimated that this domestic waste collection agency had a collection coverage of 60% of the habitations; the coverage is now estimated at about 98% in 2009/2010; the GSWMA collects, twice weekly, all household garbage, from all villages in Grenada. The large majority of roadside/village concrete receptacles for “any-day” disposal were outmoded by



the GSWMA. Waste Disposal Contractors now collect all garbage and consumer durables (domestic) near residents' homes. Always a mainstream function of Government, now domestic waste disposal a very efficient service. Management of construction and demolition debris disposal is still a notable weakness.

### **Lessons Learned, Good Practices**

The GSWMA after adopting the practice of contractual collection of garbage and consumer durables at villages, using the facility of fixed collection receptacles, later adopted a more effective system; a best practice. Here the Authority required households to put out their garbage at a narrow time window ( $\approx \frac{1}{2}$  to 1hr.), twice weekly, when the area collection contractor would guarantee timely pickup. In this way the responsibility was placed on residents of the local area community to ensure that their garbage is monitored and protected from stray animals or spillage; the community has a vested interest in compliance by both the collection contractor and by the individual resident – 98% coverage of local areas is estimated for 2009/2010. Further, the GSWMA provides for the area collection contractor to make a scheduled once-a-month pick up of outmoded household consumer durables. The GSWMA maintains a managed landfill for their program.

Nevertheless sorting and recycling of domestic wastes is now in its infancy. The Government (not GSWMA) is yet to fully set up a system for systematic disposal of construction debris and its sorting by builders who are required by law to comply and dispose at the designated landfills. Fortunately in recent times rock excavations and boulders have become the subject of recycling (stocking/sales) by contractors and sold by the cubic yard.

The National Water and Sewage Authority (NAWSA), the public agency responsible for the sewer systems, recording an 87% community distribution of potable water that will facilitate the residents hooked up to the systems; note however that the sewer system only covers the two most populated zones on the island. The accommodation of sewage systems into homes has significantly increased and the private sewage clearance business serving homes not connected to the NAWASA Sewage at St. George's or South St. George, has also increased.

### **Effectiveness of Implementation Support and Mechanism; Monitoring Systems**

The GSWMA work in disposal of domestic waste has been highly effective and with small exceptions the systems have also been problem-free. The St. George's (Capital City) sewer system has not exceeded its carrying capacity, likely due to the relative decrease in residential demand for hook-ups; St. George's not as much a residential city as before. The newer South St. George's system (only about 25 yrs installed) is still below maximum capacity, even as a considerable marina facility has recently hooked up to it.

The Government's waste disposal system for demolition debris/construction wastes is not in place even as a plan was designed for it and appropriate law *is provided for its compliance controls*. Public Health officers, the relevant compliance control persons are hard-pressed for monitoring of waste among their other duties.

### **Special Constraints and Challenges**

- Making the sorting of domestic and commercial garbage a regulatory requirement.
- Instituting a system for tracking demolition debris from source to land fill or other appropriate space for disposal.
- Equipping the land fill for accepting and managing sorted wastes.

### **Recent Trends/Emerging Issues**

- Establishment of appropriately managed land fills or other waste disposal facilities.
- Periodic ignition of the main land fill managed by the GSWMA.
- The fit of local area land fills within, as yet, a weakly used Physical Development Master Plan.

### **The Observable Focus on the Thematic Area During the Period (2005-2009)**

The immediate period following Hurricanes Ivan (2004) and Emily (2005) when demolition debris and its disposal became an issue, some interest was shown by Government for an emphasis on disposal of demolition and construction waste. As time passed this interest weakened and now there is no proper system in place.

## **(IV) Name of the thematic area: COASTAL / MARINE RESOURCES**

### **Concrete Actions (wrt SIDS, MSI agenda):**

A marine protected areas (MPA) initiative during the period enhanced initial efforts at establishment of a law-based MPA system during the late 1990s. This enhanced MPA system created a Stakeholder managed arrangement involving the Local Fisheries Management Authority (Fishers Division), the St. Georges University and other Stakeholders, local-area and otherwise.

Collaborative consultations have been established and have been effective at various times between and among the following Government agencies: Fisheries/Customs (Fishing Security at pouchers, Export Trade); Forestry/Fisheries (Wetlands/mangroves); Fisheries/Coast guard/Ports (Security and Surveillance); Fisheries /Scientific community [SGU] (Research); The Nature Conservancy (TNC)/ Fisheries (with a signed protocol for TA and finance).

- A water quality monitoring continues for, wrt seawater
- Significant enhancement of law/regulations regarding safety measures for commercial fishing vessels.
- A complete closure of the Practice of Sand-mining was made in 2009. All sand for construction is now secured from quarries or from imports.
- A Cabinet appointed intersectoral committee with a 'Physical Planning Development Control' advisory role was set up.

The focus on land developments at coastal areas has now become a significant issue for the Physical Planning Development Control Authority and in fact the ministry for Planning has designated an officer for dealing with coastal utilization issues.

### **Lessons Learned / Good Practices:**

Although with some challenges such as, if sector roles were usurped by others, inter-sectoral linkages and functional co-operation between and among coastal/marine management authorities can work. Once not onerous on an agency having limited capacity, co-operation/collaboration can bring efficiencies and serve the Small Island/small

community having limited resources. Engagements must be for special needs when each sector sees itself as doing “agency-duties” for others.

### **Effectiveness of Implementation systems and mechanisms, Monitoring Systems**

Lack of consistency in the use of the Institutional or special arrangements for management planning and implementation of large projects (public/private) and for post-implementation of monitoring for compliance with agreed-upon quality controls with respect to coastal area, means that developments such as enhancement of civil works at Ports, Marinas and other impact impacting works that produce spillage or other environmental impacts that are negative. A Cabinet appointed Advisory committee set up to advise the Development Control Authority is not as functional as it might be.

A GPS enhanced tracking system for fishing vessels was established by the Fisheries Division, financed by external assistance of UNFAO and others, after the impact of Hurricanes Ivan and Emily, 2004/2005, is now functional.

### **Special Constraints / Challenges**

Since there are several agencies of Government, each having a role and function for governance of the coastal zone, effective management is being overlooked and taken for granted. Even as intersectoral and functional co-operation is workable for certain issues or tasks, in other important areas more than informal collaboration is required.

### **Emerging Trends / Emerging Issues**

The diminishment of the land-based (interior) agriculture sector and especially after Hurricanes Ivan and Emily 2004/2005, the coastal/marine resources have become attractive option for economic development and this zone has been significantly growing in importance. Marinas have increased from two to five operations during the period; one of these new operations is integrated with a Golf Course plan while another in integrated with habitation developments. Questions are being raised on issues such as carrying capacity of heavily developed costal tourism (hotels) zones and on issues of economic value of coastal areas considered for tourism development. The growth in the number of the water Taxi and sports fishing services-providers and their impact on reefs and dive-sites is of concern to the authorities in the context of management control measures to apply in order to mitigate the impact of marine and coastal services providers while at the same time encouraging sustainable growth and development of these activities.

### **The Observable Focus on the Thematic Area During the Period (2005-2009)**

The deminishment of Agriculture and the interest in the coastal and marine zone (land/sea) as option for economic development has posed challenges for Physical Planning Authorities and other coastal management agencies of Government.

Increases in the numbers of coastal construction initiatives, in marina services and tourism services-providers call for aggressive management of coastal reef habitats and sea/coastal space, by relevant authorities.

## **(V) Name of the thematic area: - Freshwater Resources**

### **Actions Taken (wrt SIDS, MSI agenda):**

Management of extraction and distribution of potable water and for sewer disposal is one of the mainstream activities of the Ministry for Communication Works Infrastructure and Public Utilities and implemented by a National Water and Sewerage Authority (NAWASA). With no serious and wide district/area weaknesses in the distribution of water on the main island, NAWASA has laid emphasis on a Rainwater collection system at the main out-island of Carriacou; has been involved in a Caribbean Development Bank funded Basic Needs initiative to make water available to challenged communities; a rain water harvesting project with the assistance of CEHI; a CARIWIN initiative; and various initiatives under assistance from the European Development Fund.

An initiative to complement gravity-fed and rain-fed water sources is a “Reverse osmosis” supply by pumping; it is planned for future implementation.

### **Lessons Learned and Good Practices**

Collaborative engagements with other agencies of the Ministry e.g. Roads/Bridges division when longer term or short term water mains infrastructure would be built, has proved essential for greater efficiencies and economic viability. Significant ongoing collaboration is maintained with the Land use Division of the Min. of Agriculture where rainfall is monitored and stream gauging is done and with the Forestry Division, the agency that maintains the main water sources on the island, the forested zones.

### **Effectiveness of Implementation of support mechanisms, Monitoring Systems**

Even as water is provided by a Government agency as a commodity, the delivery system is commercialized and maintained by standard operating procedures and practices. The large percentage of consumers is now metered because of the level of commoditization and area-based distribution; auditing for productivity and effectiveness of investments and for revenue collection is an ongoing exercise at NAWASA.

### **Special Constraints and Challenges**

- To provide a production and pipe borne distribution system for locations such as the main out island, Carriacou and at isolated pockets of residences at selected locations on the main island.
- Expanding the sewer system to areas where the demand is growing and for enforcing for a greater percentage of hookups where a sewer system is available in the area.
- Financing of investments for a virtually subsidized commodity, water; and manpower training for competency of skilled workers.

### **Recent Trends and Emerging Issues**

- An increasing number of residences locating on higher ground on foot hills and demanding hookups for potable water to serve domestic and sewer needs.
- Increasing demands for water within the St. George’s parish and especially in the South section of this Parish.

### **The Observable focus on the Thematic Area During the Period (2005-2009)**

- Providing water supply to isolated and economically challenged communities.
- Generating water sources from alternative supplies, especially to areas in the out island of Carriacou.

**(VI) Name of the thematic area:- LAND RESOURCES**

**Concrete Actions (wrt SIDS MSI agenda):**

Land resources management involving generation and maintenance of a Geographic Land Information System (GLIS) (GIS) providing for land use and meteorological information, has traditionally been linked with the Department/Ministry of Agriculture, Forestry, Lands and Fisheries. It is a mainstream function of Government and continues to provide information services to agencies such as: (i) Physical Planning (ii) Roads and Infrastructure (iii) Agriculture Extension (iv) Fisheries (v) Forestry and (vi) Lands/Surveys.

Because of the unit's digitized capacity and also because of the need by agencies and planners to secure immediate and customized data and information, the usefulness of the Land Use Division has grown within the period, 2005-2009.

- The unit has been an active participant in the Regional water resources initiative, CARIWIN.
- The unit has also been an active and ongoing technical support for the planning exercises associated with the National physical Development Plan (2000) and its updates.

**Lessons Learned / Good Practices**

Consolidating capacity for Geographic Land Information Systems (GLIS) into one unit has increased skills, knowledge and competences in digital technologies tailored to the needs of various agencies in the small island environment; so that when collaborating agencies cooperate in providing information to input, the output can serve all as well. The periodic and frequent need for information by the various agencies ensures the usefulness of the system.

**Effectiveness of Implementation of support mechanisms, Monitoring Systems**

Since the unit is the most appropriate agency for maintenance of a database for Geographic Land Information and because of its close functional links with agencies such as Physical Planning, Roads and Communication, Forestry, Lands/Surveys and with other Agriculture divisions, it has been receiving technical assistance from UNFAO and UNDP for its maintenance/upgrade of equipment and software. Like most of the sub-program agencies of Government the Land-use (Land Resources) unit does not maintain a formal system for monitoring most of the information needs of relevant agencies of Government.

**Special Constraints and Challenges**

- Lack of sufficient appreciation for and use of useful data and information routinely available at the Land use division by local agencies, except when (mostly) an externally-driven project or report or assessment is to be made.
- Lack of skills, knowledge, competencies on the part of staff when certain specific customized information is to be produced.

- Lack of sufficient respect for standard operating procedures and practices by the staff for maintenance of equipment hardware, software and for timely generation and delivery of data or information.
- Inadequate staff for many of the required tasks.

### **Recent Trends and Emerging Issues**

The Land resources unit and the agencies of Government with which it collaborates are hard-pressed to keep up with the requirements of newer digitized Land information systems.

### **The Observable Focus on the Thematic Area During the Period (2005-2009)**

Upgrade of technologies and services in order to satisfy for standard operations capabilities appropriate to small island states with regard to Agro-based Land information.

## **(VII) Name of the thematic area: ENERGY RESOURCES**

### **Concrete Actions (wrt SIDS MSI agenda):**

This thematic area is mainstreamed in that it is led by a focal sub-program of the Ministry of Finance and Planning, the Energy Management Unit. This unit functions as **(i)** the clearing-house for energy information; **(ii)** for policy advice to the Ministry; and for **(iii)** ongoing collaboration with Energy services-providers.

The Management of energy resources has improved considerably within the period for several reasons. These include:-

Petroleum fuel as the subject a new policy. Hitherto Government maintained a policy of fixing local retail prices of fuels, and only occasionally making changes while absorbing the cost or benefit with respect to revenues stemming from CIF/FOB changes in the prices for imported fuel. Fuel prices, although still the subject of CIF/FOB fluctuations, is still a locally price-controlled commodity but with a new regime for pro-rated and short-term price adjustments. This new regime is harmonized with the OECS, through an agreed upon policy among them; policy decisions to adjust prices at any point in time is not harmonized among them however.

The price of electricity, a secondary energy source, is also price adjustable, by a policy that accommodates a prorated regime that responds to Fuel-oil CIF/FOB prices.

The information system in support of policy instruments to manage energy resources is highly formalized and responsive to private sector (the energy services providers) needs and obligations.

The Government does retain the leverage to determine when prorated changes in local prices might be implemented in the case of fuel prices.

Trade in energy as a strategic resource, as a high-impact, quick-flow resource is driven by the commercial vested interests of the private sector as they collaborate with Government on the short-term basis.

Energy flows are subject to very ordered collaboration between the Energy Division, Ministry of Finance and Planning and the Private Sector and hence standard operating procedures and practices are followed.

Although a private sector enterprise, the sole Electric Power generating company, is given special role, in law, for distribution and control of Electrical energy supply to local consumers. The impact of external fuel prices on Electricity prices and in turn electricity prices on other goods and services are almost direct. Functional co-operation between the Energy unit and Energy services providers is always immediate. This is why an energy crisis would always exacerbate a food crisis for the Grenadian island economy.

### **Lessons Learned and Good Practices**

The policy of long-term fixing of fuel prices and by implication, Electricity energy prices, would be a burden on Government budgeted revenues when CIF/FOB fuel prices increased. This policy focused responsibility on Government when the CIF/FOB prices of fuel are low. The new policy–regime of prorated short-term response to CIF-FOB price charges has had two effects: (i) dissociated Government from adverse effects of wide CIF/FOB price fluctuations upward, and; (ii) allows sector services providers to more closely collaborate with the Energy Resources Management Unit on information sharing and on policy responses. This is the new price changes Protocol.

### **Effectiveness of Implementation Support and Mechanisms, Monitoring Systems**

Although having some weaknesses, because of the formal systems required in energy resources management, a unique efficiency is observed in the auditing of energy trading and hence, information systems in support are readied in the short-term.

A draft Sustainable Energy policy and Action Plan was prepared for future implementation and a new Policy Advisor (2009-2010) is in place for the purpose of considering an appropriate energy policy for Grenada. Special initiatives include undertaken include:

- An outreach project providing materials and support for conversion from incandescent to fluorescent lamps, initiated in 2000, and has now encouraged the popular use of fluorescent bulbs;
- An outreach to Science teachers, initiated in 2003, provided knowledge and awareness of the linkage between energy and the environment.
- The collaboration between Private Sector vested interests and Government has been exemplary, with regard to Energy trade and Policy issues.
- A change over from old meters to new ones by the Electricity services providers has been closely monitored by the Energy unit.

### **Special Constraints and Challenges**

- The ripple effect on the economy of fluctuations in Energy prices of fuel and by implication, prices of Electricity due to fluctuations in CIF/FOB prices of imported fuels.

- Since production of local goods and services is so sensitive to imported fuel prices, price fluctuations upward generate economic instability that often translates immediately into social instability.
- A less than satisfactory amount of inter-agency net working; although the practice where agencies were willing to do “agency duties” for others has shown results in cases.

#### **Recent Trends and emerging Issues**

- The recent trend in lower CIF/FOB prices for fuel has had a moderating effect on prices of goods and services and on the inflation rate however should fuel prices increase, the opposite effect is expected.

#### **The Observable Focus on the Thematic Area During the Period (2005-2009)**

Adoption of a new fuel/energy protocol and the application of policy instruments and with an information system in support of it ,appear to be the highlights of energy management.

### **(VIII) Name of the thematic area:- TOURISM RESOURCES**

#### **Concrete Actions (wrt SIDS MSI agenda):**

Tourism resources is one of the key thematic areas and is also the subject of mainstreaming. Even as the Ministry of Tourism is responsible for sector policy direction and also for development and enhancement of natural parks, it is the Grenada Board of Tourism (GBT) that engages in the wider scope of product management functions on behalf of the Government. The role and functions of the GBT is to promote Grenada as a tourist destination and for marketing tourism services within the sector.

Two main avenues are used for Tourist promotions and product enhancements. The one is for promotions in the market place abroad while the other is through local promotions and product enhancements. Two fiscal year-by-year projects enable these promotions. They include a Tourism Marketing and Promotions Project and a Joint Marketing Project.

Standard activities targeting both regional and international visitors include:-

- Accommodation of travel writers for local visits;
- Participation in travel fairs in the market place at metropolitan countries;
- Media promotions at selected communities in metropolitan countries;
- Participation in cruise ship services-provides conventions among other means.
- Promotions through a multiplicity of brochures and leaflets and other media.



- Promotions of events of opportunity where media coverage could be cost-effective.

For the local promotions:-

- Contributions to sailing festivals;
- Inputs at sports fishing events;
- Contribution to enhancements of the environment at historical forts as locations of Tourist interest, enhancements at Fort George and Matthew for example;
- Education and awareness for local Tourism services-providers such as: water taxis, bus tour operators, tourist guides, vendors etc.
- “Meet and greet” activities at ports of entry (airport, seaport);
- An integrated development initiative to enhance the product at one of the “brand sites” in Grenada - Annandale Falls: vendors were trained, the amenities were upgraded and technical assistance is being provided to build capacity in vendors to be more professional;
- Promotions by bill boards and other eye-catching media;
- Public support for in-island brand events and brand names important to Grenada Tourism;
- Adoption and implementation of a National Tourism Export Strategy and Action Plan.
- An outreach effort for involvement of the country-side villages in the Tourism business.

Past efforts at tourism product enhancement have shown significant results such as:-

- Examples of integrated services among water taxi operators, tour operators, sports fishing, taxis, guest-homes and hotels, Yachts, nature tours etc, are now observed.

### **Lessons Learned / Best Practices**

Tourists have demonstrated a preference for contracted tour services. Tourists also show a preference for services providers as professionals with lesser interest in “casuals.”

### **Effectiveness of Implementation of support mechanisms, Monitoring Systems.**

Effectiveness of initiatives by the Tourism resources management authorities for the benefit of specific segments of the industry depends on the ongoing collaboration with these various communities of stake holders. Tourists are shown to demand professionalism and as they target specific services. Monitoring is still to a great extent informal for feedback on effectiveness of initiatives; however there is need for using more formal instruments and methods to measure effectiveness of marketing promotions.

### **Special Constraints/Challenges**

- Tourists take advantage of the options that cruise tourism gives versus stay-over visits.

These include:-

- (i). Multi-destinations within a few days within the cruise ship package;
- (ii). The reduced cost of coach tours versus the taxi tour;
- (iii). The selective on-board options for room facilities and lower per-day costs;
- (iv). The food and entertainment options on board versus the stay over, making the cruise ship tourism out-compete stay-overs in large segments of the tourist visitors.

- The lack of sufficient air uplift options and facilities; high fixed costs of attracting international air-carriers for longer spells in a year.

### **Recent Trends /Emerging Issues**

- The popularity of the cruise ship versus the stay-over facility.
- The necessity for a package of “inter-island stays” for visitors from metropolitan countries, but with the disadvantage of unattractive inter-island uplift services.

### **The Observable Focus on the Thematic Area during the Period**

Tourism has now become the chief income earner among services within the period; and is the main area of commercial capital investment. The coastal zone as a consequence is becoming the most attractive area for economic activity.

## **(IX) Name of thematic area: BIODIVERSITY RESOURCES.**

### **Actions taken (wrt SIDS MSI agenda):**

A strong focus was given to Biodiversity issues and its scope for sustainable development in the context of the economy of Grenada as a small island developing state, since 1999, when a Biodiversity Strategy and Action Plan was designed; a number of follow-ons were

implemented during the earlier years of the 2000s in order to mainstream this thematic area. Because Biodiversity Resources is not represented as a mainstream program of government, its importance would be hidden as a critical set of resources within the economy of Grenada. Biodiversity resource management seems to require a mainstreaming even without establishing a formal unit within a government program. In fact biodiversity management is actively pursued by agencies such as Forestry/Wildlife, the Customs Department for trade in fish controls, Fisheries, Agronomy, Pest Management, Veterinary Extension (Agriculture) management units of the Ministry of Agriculture, Lands, Forestry and Fisheries, although obviously needing considerably more focus.

The agency duties of the Fishers Management Unit (division) and the Forestry (division) management unit on behalf of the Tourism sector in terms of conservation /management of Marine stocks and habitat and for forest and wildlife stocks and habitat as part of the Tourism product is not fully appreciated or recognized on the day to day basis. The Fisheries and Forestry Management Units are the agencies most functionally aware of the role of biodiversity resource management since they both directly manage the respective sectors as common property resources that face unique vulnerabilities from both local and foreign vested interests; Fisheries more so because of its role in management and conservation of a resource that is common property resource on the one hand and is a very important livelihood option for large numbers of economically challenged rural people.

### **Lessons Learned and Good Practices**

The Forestry Management Unit has learned that there is considerable interest by stakeholders in the various specific values of Forest and Wildlife resources. Both the management unit and the stakeholders utilizing the resource as a source of livelihood, have continued to engage each other on issues of conservation and management; and in meeting consensus on what vested interests were involved. Within that process, the Forestry division has been consolidating its contacts with other stakeholders in order to enhance participation of all stakeholders for management of this resource.

The Fisheries management unit for its part continues to engage various vested interest groups within the sector for the purpose of monitor, control and surveillance of the fisheries resource and its utilization: Notably deliberate efforts have been made in recent years to enforce registration and safety of fishing vessels with the help of the Coast Guard Unit for the purpose of safety and security of the stakeholders.

### **Effectiveness of Implementation of support mechanisms- Monitoring Systems**

Aspects of Grenada's responses to CITIES obligations have been followed in recent years, especially with regard to the management of trade in vulnerable stocks such as Turtles,

Lobster, Conch and Birds and Wildlife by Fisheries and Forestry. Special vulnerabilities that challenge the fisheries resources management effort is the utilization of marine ornamental fish in the context of Yachting and access to marine wildlife. The impact of a weakening in Agricultural Biodiversity is not known or considered sufficiently as yet.

Grenada is especially vulnerable to the impact of foreign fishing of its ocean stocks and its deep reef stocks also. The law enforcement authorities have not been consistent in enforcing the law with respect to foreign/pouching of fish stocks.

The use of the shallower offshore reefs by local marine tourism services-providers poses a threat to the sustainability of the reefs as dive sites. Enhancement of forest reserves by adding Mount St. Catherine forest zone to the network involving Grand Etang and with an action plan in support could help biodiversity in a considerable way. Restrictions on the hunting for species such as: Tattoo and Iguana, once considered as a food source for economically challenged persons, is being more strictly enforced.

A wetlands policy that protects mangrove zones ( even as prime areas that are also attractive for marine investments) from deletion and pollution needs to be designed and applied by law and administration; mangroves are critical as both temporary and longer-term refuges for both forest and marine aquatic biodiversity.

### **Special Constraints / Challenges**

- The challenge of allowing controlled options for livelihoods of economically challenged persons, from the wild/common property resources is an issue for management /conservation authorities to make deliberate decisions on.
- The cost of controlling foreign pouchers of the fisheries resources (pelagic and deep reefs).
- The subtlety of pouching of marine ornamental fish by both local and foreign persons.

### **Recent Trends and Emerging Issues**

- A willingness by the Physical Planning Development Control Authority to effectively recognize issues of habitat and stock when considering large-scale developments.
- An active effort by the Physical Planning Development Control Authority (PPDCA) to adopt best practices with respect to the sustainable use of Natural Areas having biodiversity dimensions; and accommodating regulations for the purpose and with emphasis on EIAs.

### **The Observable Focus on the Thematic Area during the Period (2005-2009)**

- Enforcement of CITIES provisions with respect to highly endangered and threatened species.
- Willingness to use the Marine Protected Areas management system as a means for controlling for threats to highly accessible and overused reef sites by food fish users and tourism services providers.

### **(X) Name of thematic area: TRANSPORTATION AND COMMUNICATION**

#### **Concrete Actions (wrt SIDA MSI agenda):**

This is a thematic area that is distinctly mainstream. As a Government program it represents Physical Planning Roads, Civil infrastructure, Communications and oversight of all Public Utilities (including the strategic private utilities). This sector has led the islands economic growth during the period 2005-2009 because of an ongoing expansion in civil works (mainly roads) on the one hand while on the other has led the rehabilitation of housing, school building/repairs and rehabilitation of health and other public utilities in response to the devastation caused by hurricanes Ivan (2004) and Emily (2005). A number of projects referred to in tables 1 and 2 would show.

Developments that are of note include:

- 2.1. Road developments in the South and elsewhere.
- 2.2. Establishment of marinas in the south and South-East (private)
- 2.3. The Southern Water mains construction project.
- 2.4. Housing construction and reconstruction, post hurricanes.
- 2.5. Reconstruction of schools and health facilities, post hurricanes.

#### **Lessons Learned and Good Practices.**

Even as road developments and infrastructural works for laying of water mains may not be always synchronized fully in terms of planning and implementation events/ timing yet there is a distinct practice for intersector cooperation and functional collaboration between and among agencies. It is the practice that whenever roads commence planning that water works and electricity-telephone services-providers are consulted; whenever water works or roads were implementing plans, either one would involve the other in the process for ensuring that vested interests were served.

There is a standard arrangement for Telecom and Electricity services to share transmission poles of the others' suspense. The National Telecommunication Regulatory Commission (NTRC) manages a protocol that controls the inter-linkage and sharing of services by various telecoms services-providers. Mostly the protocol, adopted locally, is based on a model used by the external telecoms services providers which are the parents of the local companies.

The Physical Planning Development Control Authority under a consolidated and enhanced act of 2002 is aggressively pursuing efforts at implementing its provisions in the context of a Physical Development Plan initiated since 2000. This act of 2002 even binds the grown, in earlier acts not provided for; the act of 2002 and regulations together with the Physical Development Plan for Grenada, is becoming more effective in controlling for unplanned developments and in providing for EIAs as a standard requirement for approving new construction; even health standards are becoming a more formal concern for building construction requirements.

The air-traffic (GAPA) and seaports (GPA) authorities operate under mostly standard operating procedures and practices; a protocol mostly modeled on international regulations and processing is necessarily complied with in the form of standard operating procedures and practices.

### **Effectiveness of Implementation of Support and Mechanisms, Monitoring Systems**

Standard but mostly informal practices are used for collaboration/cooperation among agencies having transportation and communication functions for development and maintenance within the thematic area. These practices are considered better than satisfactory ,by the point persons involved.

The implementation of procedures and practices controlled, by protocol, at agencies such as Telecoms services-providers, airports/seaports, and for energy supply services providers etc and driven by day-to-day conditions to satisfy, are considered to have a satisfactory to very good rating with vested interests. The monitoring systems that support these operators are highly sensitive to satisfying immediate needs of operations at commerce-based vested interests.

### **Special Constraints and Challenges**

Planning for and implementing developments in the thematic area are shown to be constrained and challenged, in the small island, developing state setting; key issues such as:-

- Lack of the privilege to always plan and implement contingent civil works, for example between water works and roads, in tandem; and even when basic or detailed designs are in place, one or the other may not be ready for implementation in terms of financing.
- Lack of technical expertise, in house , to conceive and design preliminary basic designs for projects; to design terms of reference for feasibility of even prefeasibility assessments; for defining a problem and for the processing for a solution using language that would communicate with potential donors, technical experts and funding agencies.
- The high cost of mobilization; high risk of demobilization for larger civil works projects requiring external heavy equipment and expertise, for example.

### **Recent Trends and Emerging Issues**

The impact of the global financial crisis and the recession that followed immediately after it and their impacts on direct foreign investment as an important animator of construction and services job opportunity, was made obvious within the economy in recent times. Government's response to a competition for direct foreign investment in the international market place has been to extend more attractive concessionary arrangements to investors; this has been an issue of local public discourse in recent times.

### **The Observable Focus on the Thematic Area during the Period (2005-2009).**

- This thematic area was the subject of civil works ongoing from the early 2000 and more recently for the recovery and reconstruction efforts in response to Hurricanes Ivan (2004) when an estimated 200% of estimated GDP was destroyed and Emily (2005) when an estimated equivalent of 13% of a recovering GDP was destroyed.

## **PART III**

1. **Summary of Actions Taken** in addressing the SIDS MSI Agenda and in accommodating the millennium development goals (MDG) during the period.
2. **Assessment of Policy Measures** adopted for addressing SIDS vulnerability issues in Grenada.
3. **Examples of Best Practices** for sustainable development at thematic areas.

### **1. A.0 Actions Taken in Response to the SIDS MSI Agenda**

These reflect the macroeconomic context and the SIDS issues with relevant with MDG issues also.

#### **A.1. Rehabilitation / Reconstruction Responses to Hurricanes damage (Responses)**

- Reconstruction of public buildings such as Schools, Health Centres and other public amenities.
- Stimulating and providing employment for able persons with the help of externally funded budgetary and support schemes.
- Mounting social relief programs for the vulnerable groups (safety net schemes ).
- Disaster relief house repairs and reconstruction schemes for vulnerable families.
- Facilitate skilled labour from outside country for reconstruction rehabilitation of buildings (homes, public buildings)
- Debris cleanup works.

#### **A.2. Maintenance of ongoing construction works and social investments commenced prior to and in years after the hurricane events.**

- Roads and Bridges projects
- Road maintenance works
- Work/training Schemes (e.g. IMANI program)
- Tax concessions on rebuilding materials
- Direct safety net programs such as de-bushing and School books program (2008/2009) for example.
- Youth Empowerment schemes

#### **A.3. Food and Energy Crises (Responses)**

- Maintenance of fuel energy retail prices in the face of rising CIF/FOB prices of imported fuels.
- Leveraging aid/Grant funding arrangements for adjustments in revenue collections (Tax concessions/subsidies)
- Special adjustments to the “effective price” of goods required for economic resiliency.
- Relief on Taxes on foods and zero rating of items.



#### **A.4 Implementation of Social Programs in Response to Hurricane Recovery, Food and Energy Crisis (Responses)**

- Youth training/and pay schemes (IMANI) and Youth Empowerment Schemes.
- “Safety-net” Poverty alleviation scheme for the vulnerable elderly in the community.
- Extension of health care schemes through Government and NGO’s.
- Short-term work-for-pay schemes and de-bushing (special work programs)
- Rehabilitation of hospitals facilities e.g. completion of a new hospital building.
- Building of a new sports (cricket) stadium and repairs to the athletic facilities at the old Stadium.

#### **A.5. Responses to the Financial Crisis and Recession (Responses)**

- Enhancement of the role/function of GARFIN ( for regulation of local financial institutions)
- Respond to the CL Finance corporation’s failures and the impact on its local subsidiaries; a sub-regional participatory response.
- A voluntary contraction in Government spending in response to short-falls in revenues.
- Greater aggressiveness in encouraging Direct Foreign Investment.
- Implement schemes to maintain or stimulate employment through Tourism, construction services, yachting services, land developments etc.
- Implement work-for-pay and other poverty alleviation schemes.

#### **B.0. Actions directly associated with Thematic are and Government programs that had significant outturn of capital investments**

**B.1. Tourism Program** – Maintains a year-by-year Tourism Marketing and Promotions project and a Joint market project.

**{Tourism Resources}**

#### **B.2. Transportation and Communications (with infrastructure)**

A significant reconstruction/rehabilitation (response to hurricane disasters) and continuance of pre-hurricane civil works in school building, Health facilities, roads and bridges, road repairs.

**{Transportation / Communications, Freshwater}**

**B.3. Finance and Planning** – economic impact and management initiatives for stimulating resilience in the economy.

**{Biodiversity, Climate Change, Energy}**

#### **B.4. Agriculture Lands, Forestry and Fisheries**

Management of Forestry, Fisheries, crop-agriculture and land settlement for Sustainable utilization of both farmed and common property resources,

**{Land (use) Resources, Coastal / Marine Resources}**

#### **B.5. Prime Ministers Ministry**

Overall management security and public order; maintenance of keen awareness and Education program by NaDMA.

**{Natural and Environmental Disasters}**

## B.6 Ministry of Health-Public and occupations health {Waste Management}

**TABLE SIZE OF OUTTURN, ACTUAL CAPITAL EXPENDITURES AND  
THEMATIC AREAS UNDER REVIEW. EC \$ (MILLIONS)**

Expenditure Ranking Total and Amounts for Period	Ministry (Program) Thematic Area	2005	2006	2007	2008	2009
#1 \$330.3M	Transport and Communications ▪ Transport and Communications ▪ Fresh Water Res.	78.2	102.2	75.7	58.8	17.4
#2 \$130.6M	Ministry of PM ▪ Disaster Management	8.7	43.7	29.8	40.9	2.5
#3 159.1M	Finance / Planning ▪ Biodiversity Res. ▪ Climate change ▪ Energy Res.	22.3	80.8	21.8	20.0	14.2
#4 \$103.5M	Tourism Ministry ▪ Tourism Resources	11.7	18.9	20.3	24.4	28.2
#5 \$103.2M	Agriculture Ministry ▪ Land Resources ▪ Coastal/Marine Res. ▪ Biodiversity Res.	15.8	17.8	17.4	23.4	28.8
<b>Expenditure Ranking Total and Amounts for Period</b>	<b>Ministry (Program) Thematic Area</b>	<b>2005</b>	<b>2006</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>
#6 \$81.1M	Education N/A	9.8	8.9	18.0	22.5	21.9
#7 \$31.5M	Health Ministry ▪ Management of waste	2.8	12.8	9.6	2.9	14.2
#8 \$28.3M	Sports Ministry N/A	0.6	7.7	11.8	1.5	6.7
#9 \$11.7M	Carriacou and PM Affairs N/A	1.6	1.6	3.3	2.5	1.8

### 2. A.0. ASSESSMENT OF POLICY MEASURES

#### A.1 Key policy measures identified

#### A.2. Policy measures, assessment/evaluation

**A.1.1** A strategy for reconstruction, rehabilitation, disaster relief, construction, economic stimulation and social stability in response to the impact of the two Hurricanes; and for sustainable economic growth, post 2005.

**A.1.2** A strategy of support for stability in energy and food prices through a policy of fixing retail/wholesale fuel prices and an economic management scheme for stabilizing food prices, in response to the Food / Energy crisis, post 2007.

**A.1.3** A strategy of social empowerment for the vulnerable in the society through welfare schemes, employment opportunity and village home reconstruction schemes in response to the impact of the two Hurricanes and for investment in skills to meet future demands; post 2005.

**A.1.4** A strategy for regulating financial management (locally) and collaboration with regional states for response for the CL Financing crisis and the Global Financing crisis and economic recession that would follow it; post 2008.

### **Outcomes**

**A.2.1** The reconstruction/rehabilitation/Disaster Relief/Construction, economic stimulation and social stability strategy had the effect of rebuilding infrastructure, creating employment, stimulating trade /commerce, generating skills and competences, knowledge and attitudes in “skilled workers”, reducing dependency, improving the Government’s revenue base etc.

**A.2.2** The food and Energy crisis response has within limits, served to stabilize prices of food and energy and had the effect of controlling inflation, bearing in mind the direct impact that energy price instability would have on prices of produced goods and services.

**A.2.3** The social empowerment strategy is considered to have had the effect of lowering the levels of poverty, dependency and social stability within the vulnerable segments of the population.

**A.4.** The strategy to deliberately respond to the CL Financing crisis and the expected effect it might have on the local financial institutions is considered to have the effect of generating confidence within the community that Governments are willing to manage the anticipated fallout from the CL Financing crisis and that they were willing to provide finance for securing against any precipitous events associated with the crisis. A full analysis of the four strategic areas mentioned above was not considered as part of the scope of this thematic area review.

### **INTERSECTOR CROSS-CUTTING ARRANGEMENTS**

#### **1. INTERSECTORIAL FUNCTIONAL CO-OPERATION AND COLLABORATION**

The best example of a mechanism used within the public sector for overcoming shortcomings with respect to limited capacity, within the small island setting, for the single sectors to carry out certain tasks, is intersectoral functional cooperation. Best examples of such co-operation are shown when the task is specific, short-term and having a shared need. When thematic area functions cannot be mainstreamed as a full sub-program their function co-operation becoming highly effective.

#### **2. THE PHYSICAL PLANNING DEVELOPMENT CONTROL INSTRUMENTS**

The Physical Planning Development Control Act which is wide scope of intersectorial provisions especially the EIA requirements and those that bind the crown makes it a potentially highly effective instrument for ordering the behavior of Land Developers both public and private, large scale and domestic.

### **3. EXAMPLES OF GOOD PRACTICES AT THEMATIC AREAS**

#### **3.1 TRANSPORTATION (UTILITIES, INFRASTRUCTURE) AND COMMUNICATIONS**

The functional cooperation and collaboration practiced between the Roads Division of the Ministry and the Water Works (a statutory body) is exemplary. Even as large scale road construction and large scale placements of underground mains do not always do, not always come for planning and implementation in tandem, accommodations and contingency arrangement are routinely negotiated between the two agencies for efficiency and cost effectiveness. There is a semi-formal protocol: when roads are the dominant activity then Personnel from Water Works are present to address vested interest.

The practice of functional co-operation is extended to Telecom and Electricity when they place suspense poles or underground cables; the Telecom and Electricity maintain a more formal cable- hanging arrangement between them. The National Telecom Regulatory Commission (NTRC) mediates the sharing of Telecoms services among services-providers under a formal protocol.

The central Bus Terminal facility at St. George's of the capital city now provides a rationalized system for sharing of bus routes and passenger-client opportunity during bus service providers.

#### **3.2. DOMESTIC WASTE DISPOSAL**

A natural/ Grenada Solid Waste Management Authority (GSWMA) set up in 1995 under a world bank project for collection and disposal of domestic wastes (garbage and consumer durables). The GSWMA has evolved into a highly efficient enterprise having 95% coverage by 2009. All main activities are contracted on a village-by village, area-by area basis. Twice weekly collection of garbage is now made at homes at communities; hitherto before 2005 for example collections were made at village collections bins where such bins were subject to overload and spillage by stray animals. Currently each resident put out garbage for a narrow time window of ½ to 1 hour for collection by the regular contractor. The responsibility for compliance is home/community- based and has proved itself to be most effective.

#### **3.3 COASTAL AND MARINE RESOURCES**

Sometimes very strong, sometimes moderately strong function cooperation is practiced between the following sub-programs of Government based on short-term; shared needs. For example Fisheries / Coast Guard; Fisheries/Customs /Ports Authority; Fisheries /Forestry (wetlands), /Tourism Fisheries / (Land) Development control Authority and various mixes of collaboration.

#### **3.4 BIODIVERSITY (WILDLIFE)**

The challenges for the protection of the main community of Grenada Doves was resolved in a protracted process when a large scale coastal Tourism Development incorporated the dry forest habitat for the Dove into their Basic design presented to the Physical Planning Development Control Authority and with out sufficient consideration for conservation of the bird habitat. The habitat had been designated a reserve and Government assumedly sought to revise the reserve provision by an amendment in the law in order to accommodate the developer. A number of non-state organizations reacted to the insufficient regard for the bird habitat in the developers basic design presented to PPDCA and to the apparent intent by Government to amend the provision for reserves; the response from Government and PPDCA was to request the developers to design in within

the detailed design; sufficient conservation plans for ensuring the conservation of the Grenada Dove habitat within their overall development.

#### **3.4 NATURAL AND ENVIRONMENTAL DISASTER**

Prior to the disastrous hurricanes of 2004/2005 local disaster management planning for response readiness and post-disaster response was to be administered by a National Disaster Management Advisory Council (NADMAC) chaired by the Prime Minister and supported by District groups. The post Hurricanes experience and observations of disaster responses at even highly developed states forced NADMA to adopt a strategy to promote village-based committees and home-based disaster plans in support of District/area councils that relate to NADMA and NADMAC. This orientation is in response to the observation that after a major and widespread disaster homes and families are virtually on their own for days before linking with village or District/area or national council.

#### **CONCLUSION**

Grenada, as a small Island developing state, is a classic example of how the challenges were faced in meeting the mostly economically oriented agenda of the MSI on the one hand and in accommodating the mostly social oriented targets given in the millennium development goals (MDG). The special circumstances of Grenada at BPOA +10 (2005) while responding to the devastating impacts of hurricanes Ivan (2004) and having to face hurricane Emily in the later 2005 is a pointed example of a key vulnerability that SIDS could face in fashioning its agenda for the SIDS MSI and the MDG's ongoing since 2000.

The thematic areas/sectors reviews for the period 2005-2009 would show how Government was going to apply its public sector investment program in response to not only hurricanes Ivan and Emily (2004/2005) but also for the Food and Energy crises or 2007 /2008, the Financial crises of 2008/2009 and the recession that followed it and of course the reform measures intended to facilitate economic growth and development and build resiliency. The thematic areas reviews would show public investment /capital expenditure out-turn ranked as follows: communication and transport in a distant first; multiple disaster relief responses administered by the office of the Prime Minister in second place; the Ministry responsible for Biodiversity, Climate change, Energy and Coastal / Marine resources (the coastal zone use from the Planning perspective), the Ministry of Finance and Planning, third place; Tourism resources ranked fourth; the Ministry of Land Resources , Coastal and Marine Resources, Utilization of Biodiversity (Forestry/Wildlife and Fisheries together with others) ranked fifth, and; the Ministry responsible for management of Waste in several place (see Table.....)

The Public Sector investment program meaning in this case all the capital budgets; is always geared to generate economic activity and growth in a direct way in the public sector and geared to facilitate the private sector as well. The larger projects, in excess of one million dollars, are more strategic in their design and implementation; they take a considerably greater share of the capital budget and they are small in their numbers. The smaller projects on the other hand are more tactical in their planning and implementation; represent a greater number of projects, take a considerably less portion of annual budgets

while providing leverage for Government programs to meet the socioeconomic needs of the population, especially the more vulnerable sectors.

While the larger capital projects in general would more represent the six point focus of the SIDS MSI in their actual implementation, on the other hand the multiplicity of smaller projects seem to more represent and reflect the target based agenda of the MDGs (2000).

This study has not laid emphasis on an analysis of Grenada's economic performance during the period for the purpose of attributing outcomes to either SIDS MSI or MDGs; however, it merely examined progress made since BPOA + 10 (2005), lessons learned and constraints faced in the context of the 10 Thematic areas identified for review.

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