

Grenada National Report

on

Sustainable Development

Ministry of Finance, September 2002

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ABBREVIATIONS

CC	Climate Change
CDB	Caribbean Development Bank
CDERA	Caribbean Disaster Emergency Response Agency
CBO	Community Based Organisation
GPS	Global Position System
GIS	Geographic Information System
GIFSA	Grenada International Financial Services Authority
GOG	Government of Grenada
GBSAP	Grenada Biological Diversity Strategy and Action Plan
GHG	Greenhouse Gases
IFAD	International Fund for Agricultural Development
MCWPU	Ministry of Communication Works and Public Utilities
MOF	Ministry of Finance
MOH&E	Ministry of Health and the Environment
MTESP	Medium Term Economic Strategy Paper
NERO	National Emergency Relief Organisation
PCU	Project Coordinating Unit
TAMCC	T.A. Marryshow Community College
TUC	Trade Union Council

INTRODUCTION

Grenada is a signatory to the major environmental conventions emanating from the United Nations Summit on the Environment and Development which was held in Brazil in 1992. Grenada has signed and ratified the United Nations Framework Convention on Climate Change, the Biodiversity Convention and the Convention to Combat Desertification. Grenada has also participated in the determination of the Barbados Plan of Action.

This report provides a review of assessments of Grenada's progress toward achieving sustainable development in the context of Rio Summit. The report follows the suggested format as stipulated in the Document entitled 'Proposed Framework for Assessing Key Issues in Reviewing and Assessing Progress Made in the Implementation of Agenda 21 at National and Regional Levels. A copy of this document is attached as Annex 1.

1.1 Structure

This report is divided into six sections.

Section 1 Introduction

Section 2 provides an overview of accomplishments, constraints and challenges towards achieving sustainable development

Section 3 describes the strategic approach Grenada has taken towards the achievement of sustainable development

Section 4 provides a general assessment of policy approaches and reviews course corrections and additional measures to be undertaken

Section 5 provides a brief on the modalities of the preparatory process for the 2002 review

Section 6 concludes the report

1.0 ACHIEVEMENTS/ACCOMPLISHMENTS

The main achievements/accomplishments realized by Grenada in achieving Sustainable Development can be classified under the following five broad areas-

- Enhanced economic growth and development
- Implementation of effective environmental protection programmes and increase public awareness for the environment
- Programmes and activities instituted by the Government of Grenada aimed at poverty eradication
- Institution of a programme for disaster management and disaster preparedness
- Capacity building and institutional strengthening for sustainable development

2.1 Enhanced Economic Growth and Development

2.1.1 Macro Economic Performance

The Grenadian economy recorded real growth averaging 5.7% during the period 1996-2000, following a slow growth averaging 2.5% for the period 1990-1995. GDP per capita rose steadily from US\$ 2,350 in 1990 to US\$ 3,600 in 2000.

With the completion of the international airport in 1985, the tourism industry emerged as the lead engine of growth in the second half of the 1980's and continued a robust growth of 8.1% between 1990-2000.

A noticeable feature of the economic activity in Grenada in the decade of the 1990s was the high share of the service sector to the gross domestic product (GDP). During the first half of the decade real growth in the main services sectors of communication, and banking and insurance averaged 8.8 percent and 8.3 per cent respectively. However for the period 1996-2000, the corresponding figures were 12.2 percent and 8.1 percent respectively. As a result, the contribution of services to GDP averaged 11.7 and 9.5 percent respectively. It can therefore be concluded that during the decade of the 1990s the economy of Grenada became more diversified and service oriented.

Diversification therefore resulted in the structure of the economy changing from an agricultural base economy to a service oriented one with rapid growth in tourism and telecommunication services. The service sector accounted for 61.4 percent of GDP in 2000 as compared to 53.2% in 1990.

Grenada benefited from sound fiscal management practices and was able to achieve current account surpluses through the increase in revenue collection and control of recurrent expenditure over the period 1995-2000. Further the Government of Grenada has implemented a number of measures to strengthen the administration of the customs and Inland Revenue department, including the following:

- Automation of some tax types,
- The development of a fully computerized fiscal cadastre and the re establishment of the Audit Unit.
- Improvement in the management capability of the Ministry of Finance
- Training of officers of the Debt Management Unit in CSDRMS

2.1.2 Inflation

Inflation as measured by the change in consumer price index was relatively low averaging 1.6 per cent during the 1996-2000. This was largely associated with the fixed exchange rate regime, which Grenada enjoys as a member of the Eastern Caribbean Currency Union. Nominal wages in Grenada have grown much faster than the growth in prices mainly on account of the bargaining strength of trade unions and not necessarily as a result of an increase in workers' productivity. The pay and grade system that was implemented as part of the Public Sector Reform Programme in the 1990s led to an introduction of new salary scales and the provision of increments based on performance. The result was that between 1996-2000 nominal wages of public officers grew by 13.3 per cent while at the same time the number of civil servant declined by 2.1 per cent over the stated period.

2.1.3 Unemployment

Unemployment declined from 20 percent in 1996 to approximately 12 per cent in 2000. This was largely due to the increase in economic activity in the construction and manufacturing sectors and in the tourism industry. The Government of Grenada is still of the opinion that 12 percent is still too high and has undertaken further initiatives to reduce same to a single digit level by 2002. In this regard, special incentives are therefore given to investors who generate large-scale employment. An example of this is the employing of over six hundred people by two telemarketing companies. Plans are on stream for the establishment of several telemarketing centers around Grenada and in particular the rural parishes. The Government of Grenada has also establish a National Employment and Training Programme targeting unemployed persons by offering data entry skills and personal development training among other things. The undertaking of construction of two large hotels in the rural parishes will further help to reduce unemployment there.

2.1.4 Sectoral Performance

The economic fortunes of Grenada has been linked to the performance of the agriculture sector with the production and export of bananas, cocoa and nutmeg. Grenada remains a price taker for all the export crops. In other words the price at which the commodities are set are determined by external market forces.

Banana exports, which have made a valuable contribution to the economic and social development of the country through out the 1960's and 70's, have benefited from preferential trading agreements with the UK. This contribution has changed as a result of the erosion of the protection system.

In an effort to diversify the economy, The Government of Grenada, has instituted measures to facilitate the growth of the off shore industry. To this end Grenada International Financial Services Authority (GIFSA) was established as the regulatory body to oversee the operation of this sector.

However based on global economic events, and with the rules and conditions as set down by the OECD, this sector has realized severe decline since 1997.

2.1.5 Challenges and Constraints

Grenada, like many other developing countries is characterized by a small open economy vulnerable to external shocks and natural disasters. In 2001 imports comprised 49.3 per cent of GDP while exports stood at 14.9 per cent.

It follows therefore that as the Grenada become more immersed in the international economy, the achievements of macro economic targets will depend on a number of factors, among which include:

- (i) the ability of the country to mobilize domestic and international resources to finance its development programmes.
- (ii) The readiness of Grenada to take advantage of the opportunities and minimize the negative challenges presented by globalization.

With this in mind the major challenges of globalization over the medium term is to sustain economic growth in the midst of macro economic stability and poverty reduction, specifically, the objective to create a diversified and flexible economy capable of adapting and responding positively to changes in the international economic environment.

The Government of Grenada therefore needs to foster the expected growth in the telecommunications and information technology sector, as well as the construction, tourism, agriculture and manufacturing.

Given that most of the investments were expected to come from the Private sector, the Government of Grenada therefore undertook measures towards the creation of the infrastructure, environment and incentive framework that would facilitate private sector activity in the areas mentioned.

2.2 Effective Environmental Protection Programme and Increase Awareness for the Environment.

The Government of Grenada has undertaken several initiatives aimed at improved environmental management. Among these initiatives include:

- The development of a National Physical Development Plan
- The development of a Forestry Policy and Action Plan
- The development of a Tourism Master Plan
- The completion of Grenada's First National Communication on Climate Change
- The development of the Biodiversity Strategy and Action Plan

2.2.1 National Physical Development Plan

Objective:

The primary objective of the plan is to provide an integrated and coherent framework to promote and guide spatial and physical development activity in Grenada in a sustainable manner.

The strategic objectives of this plan represent a comprehensive socio- economic framework for the formulation of development objectives, policies and proposals in the national physical development plan. Also, the plan presents a spatial development strategy to guide the implementation of socio economic policies such as housing programmes, retention of good agricultural lands and decentralization of industrial development lands.

The functions of the plan includes the following:

- The formulation of land use and project proposals that would be complementary to current socio-economic policies and proposals for national development.
- The provision of a strategic planning framework to facilitate:
 - Rational allocation of the land resource among competing uses and interest
 - Consistency in the regulation and control of development activity
 - More detailed level planning at the national and sub-national levels

- Adoption and implementation of appropriate development policies and projects in order to:
 - Maintain the ecological integrity of the biophysical environment
 - Maintain the integrity of the cultural landscape including traditional economic activities (agriculture, forestry), significant historical and archeological sites and the form and character of urban and village development.
 - Safeguard suitable lands for affordable housing, viable agriculture and environmentally sensitive tourism and industrial development.
 - Control the demands on the infrastructure systems (water supply, waste disposal, transportation facilities ect.) and ensure efficient use of existing and proposed systems
 - Safeguard population, housing, economic activity and infrastructure facilities from climatic and seismic hazards
- Promotion of efficient and timely development and coordination of the programmes and investments activities of individual public and private sector agencies involved in development.
- Provision of a basis for community participation in the planning and development process, as was initiated in the preparation of the Carriacou-Petite Martinique Development Plan

Output:

The National Physical Development Plan is conceived as a medium to long term plan with a twenty (20) year perspective. The plan comprises a diagnosis of key development issues and outlines a strategic vision and development objectives for future development activity as well as a basic spatial development concept and sectoral and area policies and proposals. The plan is expected to provide the following benefits:

- Serve as a planing framework by the Physical Planning Unit of the Ministry of Finance to facilitate the efficient and effective coordination of development programmes and projects.
- Provide a sound base to government for the administration of funding ad technical assistance for planning and development matters.

- Serve as a guide to donor agencies and financial institutions with regard to a comprehensive spatial development strategy, project possibilities and action plan thus resulting in an increase in the level of confidence by investors and developers in making strategic land use and investment decisions.

Problems Encountered:

Among the challenges and constraints and which are of strategic importance thus requiring focused attention include:

- The development pattern in the country is characterized by the concentration of community facilities, business activities and employment opportunities in the greater St. George's Urban Area in southwest Grenada. The development disparities between the St. George's Urban Area and the other settlements are influencing patterns of rural to urban migration resulting in congestion and other environmental impacts in the primary center.
- Certain demographic trends presents implications for rural development and management of development pressures in the Greater St. George's Urban Area. These trends include:
 - The implications for rural development and the management of development pressures in the Greater St. George's urban area
 - Consistent reduction in the average size of households in the country and the resultant increasing demand for housing.
- The lack of adequately human resources to effectively implementing the plan was also noted as a major constraint in this regard

The stable economic development as well as economic growth experienced during the mid 1990s has caused some level of concerns from a physical planning perspective. This include:

- The relative absence of effective linkages between economic planning and physical planning;
- Weak linkages among the major economic sectors and the implication for balanced sectoral and spatial development;
- The concentration of economic activity and jobs in the greater St. George's areas and the problem of poverty and its implication for the provision of housing and other social development facilities;

- The management of human impact on the environment arising from activities such as squatting and spontaneous development.

2.2.2 Forestry Policy and Action Plan

During 1997 and 1998, the Forestry Department worked together with other forest stakeholders to develop a new National Forestry Policy. A remarkable feature of this policy is that it emphasizes facilitation to reveal many stakeholders' views. This facilitation received perhaps more attention than the harnessing of expert knowledge and planning which more usually preoccupies formal review processes. The participatory process to prepare the forest policy involved community meetings, cross-sectoral committees, expert study groups and public surveys and hearings.

The participatory process allowed the commencement of an inventory and listing of forest values. It was revealed that the major values were:

- Environmental services
- Water supply for domestic use and rapidly developing tourism industry
- Landscape and bio diversity as a basis for both local recreation and tourism
- Agriculture support system e.g. soil and water conservation, collection and hunting of non-timber forest products, and potentials for agro-forestry.

It follows therefore that the result of such approach is that a much wider forest management community has been formed and forest practices have been opened up to the management by more stakeholders.

Challenges and constraints

Among the challenges resulting from such initiative include the need to clearly divide up or share responsibility for participatory policy management. It is therefore of paramount importance that measures being put in place to identify the synergies but at the same time to avoid the overlaps and ambiguities that might spark off 'turf battles'. This may include:

- Re-equipping the forestry department as coordinator,
- Encouraging other institutions to respond to the forestry policy and strengthen their capacity.
- Extending the 'forest team work' approach from the office and workshop to the fields.
- Developing models for collaborating approaches to forest management
- Development human and institutional capacity for the effective of forest resources

- Finding a permanent mechanism to sustain the new policy community
- Ensuring that policy is coherent with other sectors
- Continued collaboration with the regional and international community

2.2.3 Tourism Policy

A National Tourism Master Plan was prepared by the Government in 1997. The Plan focuses on product diversification and stresses that the tourism industry be not only economically viable, but also environmentally sustainable and not adversely affect the integrity of the natural environment. The relevant policy objectives outlined in the Master Plan include:

- To ensure that tourism development is consistent with the protection and conservation of the country's natural and cultural resources, built environment and the nation's moral values.
- To foster the most appropriate form and scale of tourism development in harmony with the resource endowment of the islands and the aspiration of the people.
- To ensure that tourism plant and essential infrastructure services keep pace with the demand of the sector within the context of the established carrying capacity.

The Government has recognized that the concentration of tourism development in coastal areas has resulted inter alia in demands on water supplies, problems of beach erosion, and damage to coral reefs, pollution of coastal waters and destruction of mangrove resources. However, given the dependence on the tourism sector as the main foreign exchange earner, and significant employment generator, growth of the industry is encouraged. Further growth and expansion is expected to be undertaken in accordance with the plan. New tourism developments will therefore be encouraged in designated areas outside the so called tourist belt while growth in this area will be limited to expansion of existing facilities.

2.2.4 Grenada's Initial Communication

This document was prepared in fulfillment of Grenada's commitments under the United Nations Framework Convention on Climate Change (UNFCCC). The document was prepared following wide spread consultation with a number of stake holders and provides an overview of inter alia;

- An inventory of emissions of green house gasses by sources.
- An initial analysis of Grenada's vulnerability to the adverse impacts of climate change.

- Proposed national measures aimed at fulfilling Grenada's commitments under the UNFCCC.

Green House Gas Inventory

The ultimate objective of the United Nations Framework Convention on Climate Change (UNFCCC) is the stabilization of green house gas concentrations in the atmosphere at a level that would prevent dangerous anthropogenic interference with the climate system. To this end all parties to the convention have undertaken to develop, update, publish and make available to the Conference of Parties, national inventories of anthropogenic emissions by sources and removal by sinks of all green house gases not controlled by the Montreal Protocol, using comparable methodologies agreed upon by the Conference of the Parties to the Convention.

The Grenada inventory of green house gas emissions and removal by sinks has been calculated for the base year 1994 using the revised Intergovernmental Panel on Climate Change (IPCC) guidelines for National Green House Gas Inventories. The study shows that Electricity and road transport are the largest contributors to carbon dioxide emissions (47 percent and 36 per cent) respectively followed by residential (7%) and commercial (4%).

The communications noted that the only other significant emission of Green House Gas in Grenada comes from the solid waste disposal landfill, which was estimated to emit 70 Gg of methane in 1994. The total national emissions of methane were 71Gg-0.72 tones per capita.

The Government of Grenada will undertake the following in order to improve the quality of future GHG inventories:

- Institute appropriate measures in place at the Customs and Excise Department, the Central Statistical Office and the Inland Revenue Department to ensure that the information gaps identified are filled with the relevant and updated information /data.
- Access the options for capturing annual production and consumption data on primary fuels (firewood, charcoal, coconut and nutmeg shells, and sugar cane products).
- Collaborate with other regional countries in the development of emission factors which will more accurately reflect the practices in the region.

Vulnerability Analysis

The national vulnerability analysis seeks to;

- Assess current levels of Grenada's vulnerability to the effects of climate change,
- Identifies existing gaps in the information and
- Makes recommendation to address information gaps identified.

Given that the vulnerability and adaptation analysis is a continuous process, it is anticipated that the quality of data would improve with time and that the integrity of the analysis would improve.

Although no specific climate change scenarios are available for Grenada, it can be concluded that the global effects of climate change, which include increase temperature, increase carbon dioxide concentration, sea level rise and an increase in the frequency and severity of extreme events may also be of concern to Grenada. In fact studies have shown that Grenada and the Caribbean may experience wetter wet seasons but longer and more severe droughts during the dry season. It follows therefore that increased temperature and reduced precipitation would lead to:

- Enhanced evapotranspiration and lower surface runoff
- Reduced mean available soil water
- Reduced rates of ground water recharge and reduced opportunities for filling of rain water cisterns in Carrycot

Challenges and Constraints

Among the priority areas recommended by the National Communications document to address the challenges and constraints posed include:

- Strengthening of the Institutional Framework, which include;
 - The establishment of a coordinated mechanism for environmental management, including climate change.
 - The strengthening of the legal frameworks, including building codes to provide for management of climate change issues.
 - The strengthening of the technical capacity within the country, through training of appropriate personnel, to address climate change issues.

- Strengthening of the data collection and monitoring systems to facilitate the collection and analysis of data relevant to climate change. This will be applicable to all sectors of the economy that are sensitive to the impacts of climate change.
- Public Awareness and Education on Climate Change in general and the role of the individual in mitigating and adapting to climate change.
- Special efforts are needed to begin the collection of as much baseline data as possible, in order to improve future analyses to guide national planning and development.

2.2.5 Biodiversity Strategy and Action Plan

The Government of Grenada has embarked upon the preparation of its Biological Diversity Strategy and Action Plan (GBSAP) in fulfillment of its obligation under the Convention on Biological Diversity and as part of the Government's renewed commitment to sustainable management of the country's natural resources.

An assessment of key sectors, namely, Land use and Environmental Planning, Agriculture/Forest/Wildlife, Fisheries, Marine and Coastal Areas, and Tourism as well as an identification of the gaps in effective management of natural resources, provided the basis for developing the Strategy and Action Plan. Effective national action depends on developing an institutional, policy and legal framework that support effective planning and management of biodiversity. National decision-makers must be cognizant of the benefits gained from conservation and sustainable use of biological resources and the environmental, social and economic cost associated with the loss of these resources.

The actions recommended in this Strategy and Action Plan are not a wish list of all the policies, legislation, plans and programmes that are needed for improvement in the various sectors of the country. A practical and easily measurable set of objectives with supporting activities for implementation over a 5-year period are proposed. Key objectives short-listed are to:

- Provide broad-based support for conservation and sustainable use of biodiversity.
- Protect key ecosystems from negative human induced impacts.
- Develop and encourage sustainable utilisation of biological resources that are essential to the livelihood of local communities.
- Maintain, recover and promote genetic resources necessary for sustainable agriculture.
- Ensure a fair and equitable sharing of the benefits arising out of the utilisation of genetic and ecosystem resources.

- Provide information on key ecosystems for incorporation into national accounts and decisions on national development projects.

Several activities were identified in fulfillment of these objectives. Many of these activities were developed as priority project concepts and are recommended for implementation. These project concepts include:

- Building Awareness on Biological Diversity in Grenada
- Drafting a National Land Use Policy for Grenada
- Strengthening Management of Key Ecosystems
- Promoting Sustainable Use of Biological Resources
- Capacity Building Germplasm Conservation
- Strengthening Biological Pest Control
- Incorporating Ecosystem Valuation into National Accounting
- Strengthening Existing Legislation of Biodiversity Protection

Towards the end of the 5 year period, a review of the GBSAP should be undertaken and a new action plan for further activities should be developed to continue safeguarding Grenada's Biodiversity.

2.3 Programmes and Activities Instituted by the Government of Grenada Aimed at Poverty Eradication

2.3.1 Government's Policy Toward Poverty Eradication

The Government's policy toward poverty eradication is reflected in the theme "Poverty Eradication Through Growth, Equity and Peoples' Participation in the New Millennium" as enunciated in the 2000 Budget. This vision was to establish a platform for the longer-term goal of eradicating poverty and the expansion of the national economy was seen as a most crucial ingredient in the attainment of the goal. The Government's pronouncements therefore recognize the challenges of the new and emerging economic environment toward poverty. Additional resources were therefore allocated toward social sector development and employment creation as well as agriculture.

The poverty eradication strategies of the Government of Grenada therefore include:

- Sustaining the growth process
- Increasing the poor's participation in growth and access to the benefits of growth
- Provision of safety nets for the poor and disadvantaged
- Creation of institutional framework for rural development and poverty eradication
- Modernization of the state machinery

In an effort to promote the poverty eradication thrust, the Government of Grenada has committed to the IPD/CDB at economic restructuring of the Caribbean societies for the 21st century. With respect to addressing the rising levels of poverty, the government has signed on to the programme which has strategic objectives of growth with equity as a major element of poverty reduction. The programme therefore calls for the following measures:

- Formulation of effective social policies
- Increase employment and greater job security
- Maintenance of low labour transfer costs
- Facilitation of credit and saving instruments for the poor
- Targeted health and poverty programmes with ease of access
- Reduction in environmental abuse by poor households

2.3.2 Poverty Assessment Report

The Government of Grenada in collaboration with other regional and international donor organizations carried out a Poverty Assessment Survey in 1999. This survey which utilized a representative sample of the Grenadian economy provided some critical information on the state of the country's social sector and identified the need for a concerted effort by the authorities to address the deteriorating state of the social environment and to formulate a clear and consistent plan for national social development and poverty eradication.

The Country Poverty Assessment Report which was subsequently developed provides a comprehensive analysis of the socio economic status of the Grenadian economy. The report highlights the need to develop a comprehensive database on social development initiatives and programmes to be undertaken by the Grenadian authorities. The Report which was concluded in 1999 utilized a representative sample of the Grenadian economy and provided some critical information on the state of the country's social sector. The principal components of the study include:

- A national survey of the living conditions utilizing a randomly selected sample of 1124 households with 4061 individuals.
- A community situational analysis conducted in 14 communities.
- An institutional analysis of key agencies and organisations.

The Report utilized benchmark levels to determine the state of the nation's poor and arrived at absolute poverty estimates across the population. Profile included determinations of geography, age, gender, employment, education, health housing community development, social infrastructure and living conditions. The Report which underwent a series of public consultation analyses the causes of poverty and provided a time phased action plan or activities aimed at poverty reduction. In fact, the government of Grenada has given endorsement to the

report which now forms the basis of a national response to address the attendant issues of poverty reduction.

Major Conclusions of the Assessment

The Poverty Report indicated that an estimated 31 percent of the population corresponding to 28.8 percent of the households are classified as poor based on the poverty line of EC\$ 3,262 per annum per adult. 13 per cent of the population, corresponding to 10.5 percent of households are classified as indigent i.e. being unable to meet the costs of supplying their minimum requirements of food. The study also revealed that the poor have limited access to health services, education, adequate housing and social services and that the higher incidence of poverty are experienced in the rural communities. Some major conclusions of the Report include the following:

- The poor were fairly distributed between males and females as 49 per cent of poor persons are males compared to 51 per cent females, but that a poor household is more likely to be headed by a woman and that unemployment and underemployment are highest among the female population and that that poor women tend to have relatively high rates of fertility and therefore poor households tend to have a relatively higher number of children.
- Over 56 per cent of the poor were less than 25 years old, while 5.6 per cent of the poor were 61 years and older.
- There are no discernible differences in poverty among the races in Grenada as persons of African decent for example comprise 80 per cent of the population and make up 80 per cent of the poor.
- A strong correlation existed between poverty and employment and that the poor tend to be concentrated in elementary unskilled occupations, and that while the overall unemployment rate stood at 12 per cent, the unemployment rate among the poor stood at 20 per cent.
- House ownership in Grenada is very high, and that the poor were more likely to own their homes than the non-poor. 94 per cent of the poor owned their homes as compared to 88 per cent.
- The educational attainment of the population was generally low with correspondingly low-level educational certification and socio-economic status. The study found that 64 per cent of the population have no form of education certification and that the lack of certification is higher among the poor than the non- poor, and that 73 per cent of Grenadians, 30 years and over, have no form of educational certification. The study went on to show that access to secondary and tertiary education was

found to be very limited and constitutes a significant barrier to the transformation of the economy to skill and knowledge based productive activities.

- There is a tremendous difficulty to break through the poverty trap and as a consequence the cycle moves from generation to generation. Alcoholism, drug abuse, prostitution, praedial larceny and several manifestations of anti-social behavior are rampant among the poor.
- 21 per cent of poor households have no close access to water and only 8 per cent have water pipes in yard of their residence.
- The impact of the fall in banana production on the lives of Grenadians are more pronounced among the poor as agriculture continues to be a very important sector to the well being of rural people.

Challenges and Constraints

Among the constraints identified by the assessments include:

- The lack of resources and low levels of cooperation and coordination among community development organizations to effect meaningful actions for the eradication of poverty at the national level.
- Insufficient resources to provide training for community groups and to meaningfully support small and micro enterprise development boards.
- Programmes are geared toward the reduction in the incidences of poverty rather aim at the long term strategy for poverty eradication.
- The need for structural change in the make up of the Grenadian economy as it is noted that a range of historical, socio and psychological factors also lead to the cause and maintenance of the level of poverty. This is further exacerbated by vulnerability of natural disasters, personal catastrophe major illness and cultural norms. This situation is clearly manifested in the following outcomes:
 - Limited income and employment generation
 - Limited safety nets
 - Limitation of physical infrastructure (especially in the rural economy)
 - Weakness in social infrastructure (especially in the rural economy)
 - Poor community organisation
 - Gaps in institutional infrastructure

- Limitations in human resource development

2.4 Disaster Management and Disaster Preparedness

Grenada, like other Caribbean Countries is particularly vulnerable to certain types of natural disasters which include, floods, landslides, storm surges volcanoes and hurricanes which affect key infrastructure and can have a devastating impact on the economy and may even result in loss of lives. An example of a particularly hazardous risk is an active volcano, Kick em Jenny which is located nine kilometers just off the north course of Grenada. It is noted that a submarine explosion from this volcano could create a major tsunami which could reach Grenada in twenty- five minutes and the other islands of the Eastern Caribbean in two hours.

Efforts have been made to strengthen the current disaster response capacity of the Government. To this end a National Disaster Plan was formulated and a National Disaster Office established. A programme of activities for the increased in awareness at the Government level of the importance of disaster preparedness and management was instituted.

Government's Strategy in addressing disaster management includes:

- The implementation of mitigation and strengthening measures aimed at minimizing damage caused by disasters and reducing the disruption of economic activities in the event of emergencies.
- The establishment of sustainable procedures to ensure quick response in the event of natural disasters.
- The definition and implementation of a national hazard mitigation strategy based on strengthening institutional capacity to prepare for and respond to disaster emergencies, in particular through the strengthening of the national disaster office.

The Government of Grenada in collaboration with the World Bank has established the Grenada Emergency Recovery and Disaster Management Project with the aim of strengthening Grenada's resilience and preparedness to tackle disasters through institutional strengthening and mitigation measures.

The Project consists of two components:

- Institutional strengthening, aimed at improving Grenada's capacity to prepare for and respond to disaster emergencies through technical assistance, capacity building and training, rehabilitation of shelters and the Emergency Operations Center (EOC), and procurement of necessary emergency equipment and supplies.

- Physical mitigation, aimed at minimizing damages caused by disasters through preventative infrastructure investments and associated supervision services as well as the necessary preliminary studies to assess risks and damages, and prepare detailed designs for critical priorities to be subsequently financed.

The institutional strengthening component seeks to achieve the following:

- Strengthen the National Emergency Relief Organisation (NERO), including inter alia rehabilitating the Emergency Operation Center (EOC), strengthen its human resource capacity, procuring emergency equipment, tools and supplies and develop a comprehensive disaster management training programme.
- Developing a country-wide early warning and emergency communications system, including technical assistance and procuring specialized equipment.
- Implement a shelter programme, including training and retrofitting selected public buildings.
- Capacity building measures for the Ministry of Works, including training and procurement of stocks of prefabricated metallic bridges and gabions. The Physical mitigation component finances, inter alia, civil works to protect against sea storm surges and rehabilitate exposed road sections and associated supervision services and used to carry out studies to define, both a prioritized sea defense investment programme and flood prone areas, river training and slope protection.

2.4.1 Institutions

The prime implementing agency for the strengthening of the disaster management capacity component is the National Emergency Relief Organisation NERO which will work along with the Ministry of Education and the Ministry of Community Development for the Shelters Programme, the Ministry of Civil Aviation and Tourism, the Meteorological Office and the Airports Authority and the Land Use Department of the Ministry of Agriculture for the Early warning and Communications sub-component.

In addition NERO responsibility includes the following:

- To identify the emergency equipment and supplies as well as office equipment needed for the EOC and District Disaster Communities including elaboration specifications.
- To liaise with the telecommunication services, the met office and the Projects Corporation Unit (PCU) and other agencies to finalize equipment list and specifications for the island wide communication system and the early warning system, oversee proper installation of

equipment, ensure training of relevant staff for proper use and maintenance of systems.

- To coordinate with the Ministry of Works and Community Development Division in prioritizing shelters for retrofitting, ensuring that the shelter policy is ratified and formalized and to ensure proper training for shelter managers.
- To work with all agencies (including donor agencies) and any necessary consultants to identify training needs and a training programme for all identified stakeholders in disaster management and mitigation under the project, organizing the implementation of the training and public awareness programme reporting on and evaluating the outcome of the programme to the PCU.

2.4.2 Monitoring Indicators

Key project performance indicators for successful physical and institutional implementation have been developed. The techniques allow for easy monitoring and evaluation of projects implemented. The indicator will demonstrate the overall improvement in disaster preparedness and management in the country. These indicators include;

Outcome/ Impact Indicators

- i. operations of emergency procedures and mobilize guidelines in place as per international standards
- ii. improve reporting of weather information by the meteorological office and NERO with increased regularity and quality
- iii. enhance the ability of NERO to accurately analyze incoming information and data on emergencies and serve as a single 'clearing house' for early warning information and dissemination as evidenced by timely decision making, the triggering of emergency procedures and timely dissemination of warnings by NERO to population at risk.
- iv. increased the number of people serviced by adequate shelters due to the retrofitting programme
- v. strengthen the capacity in the Ministry of Works to carry out EIAs and work during emergencies

Output Indicators

- i. training MCWPU in carrying out EIAs and manage/monitor mitigation measures
- ii. sea defenses constructed and roads rehabilitated at major disaster affected areas
- iii. dedicated unit in MCWPU capable of erecting on site metallic bridges of a six meter span in one day
- iv. number of shelters retrofitted

- v. number of District Disasters Coordinators reached and reduced response time of those coordinators to an emergency

Challenges and Constraints

A large number of residents settle along the coast and many times in areas that are prone to disasters. Some of the most vulnerable areas are earmarked for evacuation, but a reallocation plan has yet to be drawn up. This is further hampered by scarcity of lands and inadequate financing.

The slow pace of the implementation of the World Bank projects results in the rescheduling of many of the disaster programmes.

There has been no further movements beyond the discussion stage for the setting up of a national disaster fund.

Priority Concerns

Areas of priority concerns as it relates to disaster management include;

- The integration of disaster mitigation and risk management into the planning framework of the Government.
- The establishment of a disaster management fund.
- The development of a resettlement policy/plan both as disaster mitigation approach as well as immediately following a disaster.
- The need to have disaster mitigation involvement in the review and comments stage of an EIA.
- To give support to the regional initiative to develop a disaster insurance scheme which will seek to reduce risk to the population as lower premiums are applied to applications which adhere to proper building practices.

New and Emerging Issues as it Relates to Disaster

Given that the Caribbean region is being used more and more as a transshipment route for oil and dangerous cargo, including plutonium, coupled with the fact that tourism is of crucial importance to most of the Caribbean economies, the waters of the Caribbean therefore need to be closely protected and monitored. A coordinated approach towards a regional response in the unlikely event of an oil spill or other marine disaster needs to be collaborated.

Grenada therefore needs to position itself to benefit from the second Coastal and Oceanographic Resources Exploration Project (CORE), which will seek it build capacity in Marine Science and develop inventory resources of Caribbean seas as well as benefit for the Waste Oil Management Programme.

The Development of a Structural Vulnerability Reduction Mechanism is of paramount importance to Grenada like other Caribbean SIDS.

Human and institutional capacity therefore needs to be developed to focus on the following:

- National and local emergency management
- Building codes
- EIA
- Hazard Analysis.
- Risk management / Mapping.
- Public awareness.
- Vulnerability audits of life line of existing infrastructure.
- Linking property insurance to quality of construction.
- Comprehensive mitigation practice.

2.5 Institutional Strengthening

The stated policy of the Government of Grenada is to enhance the full and effective participation of civil society into decisions of sustainable development. Towards this end the Government of Grenada has established the Sustainable Development Council, the Multipartite Consultation Committee and has undertaken various community empowerment programmes with the view to build capacity and strengthen institutions for sustainable development. Further the Government of Grenada has instituted a committee to review the Grenada Constitution with a goal of ensuring fuller and more effective participation of civil society thus further developing an environment that fosters the promotion of peace, order and good governance.

2.5.1 Sustainable Development Council

The Grenada Sustainable Development Council was established by Cabinet in 1996 to provide a forum for encouraging the participation of civil society in decision making on the operations level. The Council is comprised of representatives from Government, statutory bodies, the NGO and CBO community, trade union organization, the private sector organisation and special interest groups. The members meet on a monthly basis to discuss and debate on national contemporary issues and provide recommendations on same to the policy makers.

2.5.2 Multipartite Consultation Committee

Multipartite consultation committee comprising senior representatives from the development NGOs, the private sector, trade unions and Government. The committee meets frequently to engage in a dialogue on matters of national importance. Recommendations made by the Multipartite Consultation Committee are used to inform government decisions on policy measures.

2.5.3 Community Empowerment Programmes

A "Face to Face Programme" undertaken in collaboration with the Government Information Service provides the opportunity for men women and students from a wide cross section of the society to articulate their needs, concerns and suggestions on the governance of the country directly to the Prime Minister and Ministers of his Cabinet, from settings in their communities, work places and schools. These programmes which are televised are conducted through the country including, Carriacou and Petite Martinique. The issues raised in these meetings serve to inform Government's policies and decisions.

Further the Government of Grenada intends to re-introduce local government. A precursor to this will be the re-establishment of parish and village councils to give even more voice to citizens in the matters that affect their livelihoods and the development of the country.

Constraints

Capacity constraints including human and financial constraints remain a major challenge. Documentation of processes on sustainability for the involvement of civil society may also be considered as another shortcoming. Further, a clear and simple mechanism for the initiation of the decisions/outcomes of these processes into national decision making along with mechanisms for review and follow up need to be urgently established.

3.0 STRATEGIC APPROACH UNDERTAKEN BY GRENADA IN SUPPORT OF SUSTAINABLE DEVELOPMENT

Among the areas of focus of the Government of Grenada towards sustainable development are poverty eradication and rural development. The Government of Grenada in collaboration with the IFAD had developed a Grenada Rural Enterprise Project (G'REP) which is aimed at addressing both priorities, focusing on rural areas and targeting poorer rural households throughout Grenada including Carriacou and Petit Martinique.

The design of this project has been based on information gathered through extensive consultations involving a wide range of stakeholders, including, civil society, trade unions, government departments, and other organizations and institutions relevant to sustainable development. These consultations were carried out at the community, parish and national levels.

This national strategic approach therefore focuses on the following elements:

- The development of strategies aimed at reducing rural poverty.
- The establishment of a coordinating body involving government and non governmental agencies to develop and coordinate policy and programmes for rural development.
- The development of food security programmes at national as well as household levels.
- The need to diversify the rural productive base and increase rural productivity.
- The establishment of an integrated and inclusive programme for sustainable development.
- The establishment of a public awareness education and information programme.

The approach sought to strengthen the capacity of rural communities to access improved services, so as to address the constraints faced in rural areas, particularly by poorer households. The approach incorporates the following:

- The development of foundations already set by Government of Grenada to build more community oriented rural development strategy involving NGOs.
- The involvement of sectors other than agriculture in rural development, thus aiding in the development of farm income -earning activities and exploiting inter- sectoral links between rural developments and tourism.

A strong positive correlation is known to exist between an advance telecommunication infrastructure and a strong tourism sector. Government of Grenada strategy is therefore based on these findings and has allocated additional resources in this regard given that it is proven that production and services enterprises play a major role in raising the rural population out of poverty. It is to be further noted that despite the reduction in the contribution of agriculture to the overall GDP, agriculture remains a major source of employment and income to many poor rural households. Government of Grenada has thus developed a dual approach to continue the development of agriculture while at the same time continue to explore opportunities in other sectors which can be of further benefit to rural households.

In this regard the Government of Grenada has therefore undertaken the following:

- diversify, improve and sustain beneficiary income earning activities
- strengthen capacity and build confidence at the level of the rural community
- strengthen rural service providers to meet community needs
- promote efficient and environmentally sustainable production and processing activities
- foster closer sector and market linkages

3.1.1 Process of Strategy Development

The design of this project has been based on information gathered through extensive consultations involving a wide range of stakeholders, including, civil society, trade unions, government departments, and other organizations and institutions relevant to sustainable development. These consultations were carried out at the community, parish and national levels.

The process undertaken in the development of the strategy is a very consultative one with wide range consultations at the community, parish and national levels in this regard. Among the stakeholders include, NGOs, CBOs, farmers and fisher folk organizations, government departments the conference of churches as well as donor agencies. The result of this consultative process is that stakeholders now feel a sense of identification, representation and ownership of resulting projects constituted for their benefits.

3.1.2 Institutional Strengthening

The strategy aims to institute measures to develop institutional linkages among the various institutions involve as well as to build capacities with in the institutions themselves. Examples of institutions include, government departments, community groups senior citizens groups and other non-governmental organizations. This approach is considered to be particularly important given that weak institutions as well as poor coordination have continually hampered the successful implementation of previous projects and programmes in Grenada

3.1.3 Benefits of the Strategy

The strategy seeks to bring about greater involvement of marginalized groups. In cases for example where poverty and unemployment of young men have led to the disinterest in participating in development activities or local organizations thus disenfranchising them further and continuing the downward spiral of poverty, the strategy would develop programmes and activities to encourage theses young men to become involved in various productive programmes such as coaching clinics.

Programmes would be developed for the construction, upgrading and equipping of community centers which would provide the environment for training and cultural activities with the involvement of all sectors of the community.

Under this strategic approach, various programmes and activities will be undertaken toward the enabling of adolescent mothers to be able to participate in productive activities while their infants are being cared for.

Programmes to further improve the production and retail outlet of the agricultural sector through the development of marketing facilities and opportunities including distribution and outlet facilities.

The strategy will further lead to the development of programmes and activities geared toward achieving the following end results:

Agriculture

- Improved animal performance and quality of life stock
- Reduction in the use of pesticide
- Improvement in fish storage facilities
- Availability of more locally made goods on sale to tourists

Institutions

- To institutionalized Community programmes.
- Allowing greater access to co-implementing agencies to support rural communities in preparation and implementation of programmes in a more gender equitable manner.
- Improved capability of the Ministry of Agriculture in providing extension services.
- Increased involvement of local financial institutions in lending to small businesses on a sustainable basis.

4.0 ASSESSMENT OF APPROACH AND COURSE CORRECTION MEASURES

The strategic approach focuses on poverty eradication and social development by the government and evidently responds to the results of the poverty assessment report and the evident linkages between the socio economic conditions and sustainable development. A policy to address sustainable development in this context must entail a detailed programme to address poverty. It is therefore imperative that additional government resources be targeted in this area of poverty eradication and rural development.

The strategic approach involve the elaboration of several sectoral studies to wit:

- Tourism Master Plan
- Education Strategy
- Environment Strategy and Action Plan
- Agricultural Policy
- National Physical Development Plan
- Poverty Assessment Report
- Housing Policy
- Health and Social Sector policy

These plans were reviewed for consistency and provided the basis for the determination of the Medium Term Economic Strategy for the country. The finalization of these sectoral reviews was done within the framework of consultations among stakeholders and at several levels. The Sustainable Development Council and the Multipartite Consultation Committee were instrumental in facilitating the consultation and involvement of a broad cross section of the communities. This approach is highly commendable as it seeks to promote an integrated development strategy. Government needs to establish the appropriate management structures for the implementation, monitoring and evaluation o these programmes to ensure that the approach translates into economic growth and development and poverty eradication.

4.1 **Concrete Examples of Policies**

4.1.1 Land Use Policy

Grenada does not have a Land Use Policy at present. However the Land Management Development Plan which was developed in 1992 emphasizes that agricultural lands remains for agricultural production. The plan states that any change in the use of agriculture land for other purposes such as housing development for example, should require the necessary approval from the relevant authority. The plan also states that sensitive ecological areas should be conserved given their relationship with watershed management and the nations water resources.

The strategy policy focuses on an integrated development plan approach, together with the legal instruments, economic tools and institutional mechanisms.

A full national land use policy is paramount however in order to put all the necessary mechanisms in place to fully develop the agriculture sector given the contribution of agriculture to GDP and the rural economy. Further, given the desire of the Government to further diversify the economy and the concomitant building boom which is experienced in the construction sector, it is therefore of extreme importance that such a policy be instituted.

This must be developed however in consultation with a wide range of stakeholders including civil society to ensure public acceptance and ownership of the process.

A Land Use Policy must therefore be developed and implemented in tandem with other development plans such as the National Physical Development Plan.

4.1.2 Agriculture Policy

The elimination of poverty is one of Grenada's major goals and one of the ways in which it is hoped to be achieved is through the development of diversified crop production including organic agriculture. Efforts by the Government of Grenada to provide the policy framework for agriculture include;

- The development of an agriculture policy and programme developed by the Ministry of Agriculture for the period 1997-2010.
- The development of a Draft Strategic Framework for the agricultural sector in early 1999.
- The development of a draft agriculture sector plan for Grenada is currently under review by the Government.
- A Country Agriculture Strategy Paper prepared by the Ministries of Agriculture and Finance and submitted to the European Union.

The government's long term objectives for the agricultural sector are to increase exports of traditional and non traditional crops, attain self sufficiency in food production, promote the efficient use of available land resources and develop the rural economy.

The government's strategy for the strengthening performance in the sector includes:

- Assistance in the development of model farms for experimental and demonstration purposes
- Improving the country's capacity in plant and animal disease management
- Provision of agricultural and extension services catering to the needs of farmers in production farm management linked to effective marketing, availability of credit and research
- The introduction of new technologies
- The training of farmers to ensure proper harvesting and handling practices
- The control of pest and disease
- The promotion of a long-term credit policy to farmers including the purchase of land

4.1.3 Forest Policy

The Government in March 1999 approved a new National Forest Policy. This policy gives the Forestry Department the responsibility for facilitating the implementation of the policy and in response to this, a 10-year strategic plan was developed and was submitted early in 2000. The strategic directions of Forest Policy include:

- Maintenance of representative samples of all forest ecosystems
- Protection of all species which are important because of their endemism, rarity or value
- Promotion of sustainable use of genetic resources for social, spiritual and economic benefits
- Building capacity of Grenadian institutions to participate in the conservation and management of the country's biodiversity
- Creation of incentives and other mechanisms to encourage the conservation of privately-owned forests
- Encouraging the participation of government and community stakeholders in programmes for natural resource conservation
- Minimizing conversion of natural forest into plantations, especially in upland areas
- Minimizing and control of burning and wild fires in forested areas

4.1.4 Tourism Policy

Tourism Master Plan was prepared for the Government in 1997 and has subsequently been approved. The Plan focuses on product diversification and stresses that the tourism industry be not only economically viable, but also environmentally sustainable and not adversely affect the integrity of the natural environment. The relevant policy objectives outlined in the Master Plan include:

- To ensure that tourism development is consistent with the protection and conservation of the country's natural and cultural resources, built environment and the nation's moral values.
- To foster the most appropriate form and scale of tourism development in harmony with the resource endowment of the islands and the aspiration of the people.
- To ensure that tourism plant and essential infrastructure services keep pace with the demand of the sector within the context of the established carrying capacity.

The Government has recognized that the concentration of tourism development in coastal areas has resulted inter alia in demands on water supplies, problems of beach erosion, and damage to coral reefs, pollution of coastal waters and destruction of mangrove resources.

However, given the dependence on the tourism sector as the main foreign exchange earner, and significant employment generator growth of the industry is encouraged. Further growth and expansion would be undertaken in accordance with the Plan. New tourism developments will therefore be encouraged in designated areas outside the so called tourist belt while growth in this area will be limited to expansion of existing facilities.

4.1.5 Health

In keeping with the goal of the Government of Grenada in providing appropriate, affordable, acceptable and accessible health care to the a nation, a five year strategic plan was developed. The plan has identifies the need for health sector reforms, including decentralization.

Government of Grenada is committed to the provision of primary health care via the upgrading and rehabilitation of community clinics throughout the country and preparation for the construction of a major polyclinic in St. George's. External assistance is being sought for the preparation of a National Health Insurance Scheme.

Government of Grenada with the assistance of the Government of Cuba began the construction of a New General Hospital in 1999 at a cost of over US\$23.0 million. The Government of Grenada has undertaken consultations with trade unions and other interest groups toward the setting up of an executive agency with significant autonomy for personnel and some financial management with the Ministry of Health having policy oversight.

Assistance is currently being sought from the Caribbean Development Bank and the Pan American Health Organisation in this regard.

4.1.5 Public Sector Reform

The Government of Grenada is committed to the goal of a smaller but more and more efficient Public Service. The size of the public service now stands at 5,230 down from 5,388 in 1999. This reduction was effected via the policy of contracting out certain services to the private sector that were hitherto supplied by the Ministry of Works. The pace of downsizing the public service is constrained by the major financial implication of severance pay for workers due to financial restraints.

The Government of Grenada has instituted a Performance Appraisal System and a Pay Grading System in an effort to ensure that the pay increases received by public servants match the increase in production. A public Service Emulation Programme has been launched in an effort to help lift morale and motivate public officers to higher levels of performance. The Programme includes peer evaluation, recognition and monetary rewards.

The Government of Grenada has also undertaken measures that will lead to the introduction of new and modern legislation for the governance of the Public Service. Legislation will include a new Public Service Act and revised Staff Orders, a new Education Act and a new Finance and Audit Act.

A new Financial Management System has been established in the Public Service. This new system will lead to a more decentralized financial management thus enabling ministries to enter financial information directly into the system, thereby reducing the transaction time for the processing of claims and other payments in the Ministry of Finance.

4.2 Public-Private Partnership

Achieving sustainable development requires a partnership between government, private sector, voluntary and community groups. The Government of Grenada therefore continues to explore opportunities in consultation with NGOs, and CBOs to develop initiatives that will enhance public/private sector corporation in areas such as water, energy, tourism, finance and forestry.

4.2.1 Conservation of Water Resources

The Government of Grenada has undertaken a number of initiatives in collaboration with the private sector as well as community based organizations aimed at managing the fresh water resources of Grenada. These initiatives came about as a result of the fragmented approach toward water resource management practices as multiple institutions including community groups were involved in water resource management and conservation. Mechanism to facilitate the integration of the respective priority actions and to predict individual or combined impact on development planning for water resource management were therefore pursued thus resulting in the minimization of conflict among stakeholders (ecology, leisure, agriculture). Among these initiatives include:

- The development of a water resource management plan.
- The establishment of water quality standards.
- The development of the necessary infrastructure aimed at improving water quality.
- The development of techniques aimed at preserving treated water.

A holistic approach needs to be further developed and strengthened as it relates to threats in management of watershed and fresh water eco systems in relations to supply and demand dynamics, land use patterns, pollution and the competing interest among different stake holder/groups.

Also, following the rapid expansion which occurred during the mid nineties in the tourism industry, there was a concomitant raise in the demand for water thus putting additional stress on the existing water supply system.

In this regard the Government of Grenada has undertake consultations with the tourism stakeholders and in particular the hoteliers to practice innovative measures aimed at recycling and conserving water through the usage of various water saving devices.

Consultation among stakeholders therefore reveals the following areas of priority concerns as it relates to the management of fresh water resources:

- Implementation of a water resource management plan
- Efficient and timely response to impacts on water resources
- Increase efficiency of water usage in the tourism sector
- To undertake a full assessment of all water resources
- The development of an inventory of water availability and to undertake present and projected demands
- Food security as it relates to the irrigation of crops during the dry season in order to maintain food quality

Among the constraints or concerns expressed by the stakeholders include:

- The lack of facilities to adequately monitor impact of development activities on water resources
- The absence of an adequate sewage disposal system
- Poor inventory of water resources as it relates to nature and distribution of current and future demands

4.2.2 Management of Tourism Resources

The Government of Grenada has undertaken a number of initiatives with the private sector and other community based organisations in the area of tourism development as it relates to management of tourism resources, ecological preservation and the sustainable harvesting of raw material used in the crafts making industry.

Among these initiatives undertaken include the leasing out of a number of tourism sites and attractions, for example, waterfalls, trails and access roads to attractions to the private sector as well as CBO to be managed, protected and promoted in this regard.

Another example of this initiative is the formation of a management committee involving key stakeholders including divers, hoteliers, restaurateurs, fisher folk, the Coast Guard, the Ports Authority and the Board of Tourism in the management of the Grand Anse Bay to ensure sustainable and coordinated use of this facility thus minimizing the conflicts and risks which result from the multiple use by the various stakeholders. The Grand Anse Bay is located to the south of the island in an area now referred to as the tourism belt and serve a number of tourism interest groups.

4.2.3 Management of Waste

Grenada has established a Solid Waste Management Authority to deal with the issue of Solid Waste. Under this initiative, the solid waste collection has been subcontracted out to private concerns and covers, nearly 98% of the tri island state of Grenada. This arrangement has resulted in a prompt and efficient collection system which is evident by the general improvement in the aesthetics of the environment as well as more contained garbage bins. A cost recovery system has been implemented which includes levies on households as well as an environment levy on certain items imported into the country.

Grenada has initiated a waste minimization strategy, which primarily aims at composting given that 45% of the waste generated in Grenada is organic in nature. There is a corresponding thrust into organic farming, and as such much of the waste are composted and reused by private farmers in the area of banana and vegetable production.

Another initiative under the Waste Minimization Programme is the collection and sorting of waste at source. This requires close cooperation with the private sector, which are the largest generators of waste given that most of the waste is sorted on sight. Further, under the recycling initiative, used bottles are sorted and then recycled which are then used mainly by small business owners in the packaging of spices and seasonings.

The Government of Grenada has implemented a tax and refund system which is administrated at the ports of entry by the Customs and Excise Department. A tax deposit is collected upon the importation of plastic bottles at the Port. Businesses can collect same upon the proof of exportation of these containers which are classified as non bio degradable.

Some of the constraints encountered as it relates to solid waste management include:

- Lack of standards enforcement and legislation.
- Unwillingness of the public to change their attitude towards waste management, that is, including the placement of all types of waste for disposal at the time of generation.
- Human resource constraints
- Inadequate financial resources
- Lack of appropriate technology and equipment

4.2.4 Environmental Management

The Government of Grenada has held discussion with some of the relevant private sector concerns in an effort to develop guidelines on how to measure and report on waste, water use and greenhouse gases as well as other general environmental practices. The reporting guidelines aim to develop a straightforward set of indicators as a basis for reporting by companies.

Other initiatives undertaken with other private citizens and representative groups include:

- Sustainable forest practices by loggers (coals burners).
- Sustainable harvesting of raw materials for crafts producers.
- Open and closed seasons for hunting and the harvesting of fresh water fishes and other shell fish.

Initiatives undertaken by the Ministry of Agriculture, Extension Division and private small farmers with respect to the employing of environmentally friendly and sustainable practices in and disposing of chemicals and chemical containers are further examples of public/private partnership in the implementation of sustainable development initiatives.

4.3 **Engagement of Civil Society, Including the Media in Education and Awareness Raising and Policy Formulation**

Examples of civil society engagements can be demonstrated using the following initiatives undertaken to arrive at policy measures.

4.3.1 Forestry Policy

The Forestry Policy Process Development Committee made every effort to ensure that as many people were involved in the process as possible.

The period during the development of the Forestry Policy was reported to be a time of intense learning for every one as there were no models to follow. The atmosphere during the meeting/ consultations was highly charged as the participants were anxious to learn more about the process and to share their views as well.

Unlike previous attempts to develop policies the process for the development of this policy emphasized facilitation to reveal many stakeholders' views. It was reported that the benefits from such facilitation was invaluable and much more was received than could be had from the harnessing of expert knowledge and planning.

The participatory process allowed attempts to be made of inventorying and ranking of forest values. This revealed that the major values were, environmental services, water supplies for domestic use and the rapidly developing tourism industry, landscape biodiversity recreation as well as agriculture support systems for example soil and water conservation, collection and hunting and non timber forest products and potential for agro forestry.

With the Forest Policy being a cross-sectoral issue, close coordination was therefore required among forestry, tourism and agriculture sectors to examine mutual dependence, and consider cost and benefit sharing regarding the forest which underpin these industries. The participatory process employed in developing the forest policy involved community meetings, cross-sectoral committees, expert study groups, public surveys and hearings.

The Forestry Department and the stakeholders went through the following steps over an 18 month period:

- Identified the need for a new policy at a visioning workshop
- Identified stakeholders to form a committee to addressing the process
- Research and wrote ten sub-sector policy studies
- Conducted four radio phone in programmes on forest issues
- Facilitated a five-day consensus-building workshop to discuss and propose a draft for a vision and broad forest policy objectives, a process for policy implementation, and objectives and recommended actions for nine sub sectors.
- Generated a draft policy through a drafting committee comprising four Grenadians and a chairman
- Informed all participants, and the general public, of the evolving process through local newspaper, radio and television
- Held a one-day feedback workshop to review the comments on the Draft Policy.

The process was therefore design as a comprehensive package by stakeholders in Grenada. Opportunities were therefore given to stakeholders to learn about each other's perspective and concerns. Among the methods used include, one-off studies linked to consultative groups, questionnaires, radio phone in programmes and school presentations.

4.3.2 Poverty Eradication

The Government of Grenada in collaboration with the Donor Community have been working towards the finalization of a national Poverty Eradication Strategy and Action Plan.

To this end, a National Poverty Assessment Report was completed in 1999. The Assessment Report identified critical gaps and shortcomings in the national physical institutional and social infrastructure necessary to be addressed to reduce and eradicate the poverty condition in the Country.

In May 2001, the Government conducted a National Poverty Workshop which elaborated a draft framework for the preparation of a Poverty Eradication Strategy and Plan. The major objective of the national consultation was to encourage and solicit the full and effective participation of civil society into the process of finalization of the national Poverty Eradication Strategy and Action Plan.

The Workshop identified the need to establish a mechanism to continuously engage civil society in the process as a necessary element in the forward planning. The participants at the Workshop called for a “bottom up” participatory approach including continuous consultations with various stakeholders and public information and awareness programmes.

In order to facilitate greater depth in the analysis and documentation and to achieve effective participation, extensive consultations including all sectors of the society were carried out at the community, parish and national levels as well as several stakeholders specific consultations.

The methodology applied included the following:

- Review and analysis of the status of prepared sector reports.
- Specific engagements of civil society with the outcomes of the reports.
- Expansion of number of sector reports as deemed necessary.
- Strengthening and identification of linkages in sector reports.
- Documentation of inputs emanating from the engagements.
- Validation of the outcome of the engagements.

Among the major stakeholders who participated in the consultation include; Media group, Conference of Churches, NGOs, CBOs, National Parent Teachers Association, Police, Government, Chamber of Commerce, Fishermen, Farmers and government workers.

4.3.3 Impact of Policy Approaches

The impact of the policy approach realized a number of positive outcomes that was not envisaged in the beginning. The success of the above mention approaches in the development of the afore mention policies have definitely marked out a new approach to developing future policies in Grenada.

The Chief Forestry Officer was quoted as saying " We found that the involvement of all interest groups and the public in general in the development process created a strong sense of ownership of the policy. The use of consensus during Forest Policy development has been a major reason for the strong political support which the Policy has received throughout government". It was further reported that the participatory process allowed a beginning to be made at inventorying and ranking the forest values. The situation is now that a wider forest policy community has been formed and forest been opened up to management by more stakeholders.

Some of the positive results highlighted from the various policies using the participatory approach include:

- Stakeholder commitment or buy in to the process
- Wide scale dissemination of information
- Wide scale acceptance at the community level
- Opportunities to meet with stake holders in their environment and break down material to their level thus ensuring comprehension and greater contribution
- Development of community capacity

Bottom up approach:

- Wide scale participation and voluntary enforcement
- Contribute to more sustainable harvesting of Natural Resources
- Ensure greater public support
- Objectivity in the final document as new information and concerns for other groups and stakeholders are brought to bear on the outcomes
- A gradual institutional change resulting in broadened vision, people focus objectives
- Change in the institutional climate as participation, devolution, legitimacy and accountability of different organisations, and the rules by which they operate
- Active management of institutional change
- Ensuring that local complexities are identified, more marginal and needy groups' views are heard and many skills are brought to bear in generating solutions.
- The development of a more dynamic policy with many inputs as people realize they are stakeholders are their concerns are reflected
- Improved integrity resulting for greater transparency and accountability
- Participation in monitoring and rethinking actions will also improve sustainability
- Improved communication and networking among stakeholders clarify the major responsibilities and partnerships for implementation

- Clarity in the process involved in integrating or choosing between different objectives
- Help determine how costs and benefits are shared between groups, levels and generations
- Define how to deal with change and risks when information is incomplete and resources are limited
- Increase the capacity to continually improve and practice effective policy

4.4 Course Corrections Measures

Based on the outcome of the consultative process in developing the various strategies and policies, course corrections are definitely needed at the local, regional and international levels.

Among the course correction measures include:

- an aggressive public relations strategy to be developed to share the experiences from such process
- integration of environment into the national planning process and day to day operations
- development of regulations and legislations
- development of strategy and codes for example, building codes, codes involving sanitary and public health
- environmental standards
- codes for service facility regulations
- developing institutional capacity among key institutions and NGO's including government ministries, statutory bodies NGOs and CBOs

Course correction measures need to be taken as a result of the deficiencies which occur due to the lack of or inadequate training in database management, and human resource operational management skills among many senior staff as well as limited facilities and community participation skills. In several cases, execution of operational activities is constrained by inadequate staffing, equipment finance and changes in policy or unclear policy guidelines.

4.4.1 Priority Concerns and Course Correction Measures

Among the areas of priority concerns as identified by stakeholders include:

- The need for Government to ratify the necessary Conventions and Protocol and in particular the Marpol and Basel Conventions.
- The establishment of a Port Marine Reception facility in accordance to Annex V of the Marpol 73/78 Convention, to deal with ship generated waste.

- The need to obtain reliable base line, data from the characterization of solid waste so that a reliable and sustainable strategy can be developed.
- The development of a National Integrated Solid Waste Management Plan to adequately inform on the solid waste recycling strategy.
- The need to afford greater access to sewage systems.
- Proper guidelines for effective construction and maintenance of septic facilities.
- Control/ standardization on the importation used tyres.

The major task, which lies ahead for Grenada is the development and enforcement of solid waste management policies. A major challenge towards this process will be the effectiveness of the public relations campaign geared towards changing public attitudes towards waste management.

The implementation of a comprehensive Producers' Pay Initiative will also be a major challenge. Training and upgrading of skills to keep up with the rapid changes in the waste industry will continue to be major challenge.

4.4.2 Technologies for Conservation and Sustainable Use

The availability and use of appropriate technology such as remote sensing, telecommunications, geographic information systems can significantly and directly assist sustainable use of Grenada 's natural resources. The use of geographic information system and geographic positioning system (GPS) allow mapping and querying of land and other natural resources. A cadastral map including a computerized listing of land holding and natural resources need to be carefully developed.

Further access to satellite imagery should be purchased from the international vendors or regional distributors so that departments with GIS capability will be able to convert the digital data into required resource maps so that they can have these maps prepared by any of the GIS specialists in the Caribbean

Also Government departments need to be linked by a central computer network, facilitating easy access to and sharing of information. Lack of adequate computer equipment (hard ware and soft ware) and the relevant training in the use of these equipment is required for improving the efficiency of daily operation. Greater access to Internet facilities by government department is needed in order to access relevant information from the web sites.

4.4.3 Legislation

There are about 40 Acts that together govern the protection and management of Grenada's natural resources.

These include forests, soil and water conservation, planning, development, land use, beach protection, management of fisheries, protection of marine reserves, protection of wildlife and habitats, control of pesticides, pollution and waste management. Examples of such legislation include:

- Beach Protection Act
- Forest, Soil and Water Conservation Act
- Solid Waste Management Act
- Grand Etang Forest Reserve Act
- Pesticide Control Act
- Public Health Act

Enforcement of many of the laws relevant to the above mentioned activities are either poor or non-existent, either through lack of awareness of the particular legislation, lack of support for enforcement or unclear jurisdiction where there is overlap with several agencies and absence of accompanying regulations to respective acts.

During consultations with the various communities and key stakeholders, it was widely stated that some pieces of legislation were inadequate and require revision for better enforcement and more realistic punitive measures. A need for better inter-agency collaboration was also considered essential for the conservation of terrestrial and marine resources.

4.4.4 Additional Measures to be undertaken by the International Community

Human resources constraints and lack of resources have been identified as major constraints in the implementation of programmes and actions geared toward sustainable development. Greater emphasis therefore needs to be placed on the development of human resources capabilities as well as institutional strengthening. The international community including donor organisations in the provision of additional resources in this regard therefore needs urgent assistance.

Further assistance is also needed by the provision of technical experts in international negotiations to ensure that the concerns of the developing countries are adequately represented and that the outcomes or decisions from international conventions are implemented and monitored.

Also, given that there must be a paradigm shift in the way of life of people to adopting more sustainable practices in their production and consumption habits, the change must however be gradual, properly monitored and supported given that cultural habits of other wise marginalized groups are difficult to change. The affected must see the system as fair and consistent in order to buy into it. Additional resources and technical assistance are critically needed in these initiatives in order that the objectives may be realized.

This can be done through the creation of opportunities and alternatives through international trade for example, where developing countries are given the opportunity to compete in the huge and competitive markets of the developed countries through the provision of trade protection and preferential agreements.

Successful programmes geared toward the linkage of poverty and the environment such as sustainable harvesting of forest and fish resources for example while at the same time maintaining peoples' standard of living, must be duplicated in other countries facing similar resource constraints. Information sharing and public relation are key techniques to be used in this approach. Greater media involvement is needed to bring these success stories to the forefront instead of persistently showing the failed programmes that resulted in land degradation and hardship.

As previously stated natural disasters and the issue of vulnerability are very important for Grenada and the rest of the Caribbean. This is taken in the context that most of the economies of the sub region are based on agriculture and tourism. Given that these two industries are particularly vulnerable to the threats of natural disasters including hurricanes, it follows that as a result of the increasing intensity of hurricanes in the region the islands' economies are increasingly under threat.

There must therefore be greater sensitivity of the above conditions by the international community followed up by increased and more tangible assistance to the Caribbean SIDS in an attempt to diversify their economies and hence minimizing these threats

Health and sanitation continue to be of major concerns to the SIDS of the Caribbean. According to the Poverty Survey undertaken in 1999, about 26% of the population lack access to running water as well as proper waste disposal facilities. It therefore follows that many people still resort to the rivers to obtain drinking water while at the same time use the same rivers to wash, bathe and clean agricultural tools including spray cans used to spray chemicals.

Greater assistance is therefore needed by the international community to be given to SIDS in the provision of running water and proper waste disposal facilities for poor homes.

4.4.5 HIV/AIDS

Given that the Caribbean ranks second only to Sub Saharan Africa, on a per capita level in terms of regions affected by HIV and AIDS, it is of paramount importance therefore that the necessary mechanisms be put in place to curb the spread of this dreaded disease given that the region does not have the resources to afford the treatment required. It also worth mentioning that the major resources of the Caribbean continue to be its human resources.

This is therefore under threat given the rapid spread of this disease. Urgent assistance is therefore needed from organisation such as UN AIDS in combating the spread of this disease while at the same time providing the medication for the treatment of people living with HIV/AIDS.

Finally as noted above, due to the lack of human and financial resources as well as poor institutional capacity, the outcomes of international conventions and agreements are mostly difficult to implement or to enforce. Urgent assistance is therefore required from the international community to assist in this regard.

5.0 MODALITIES OF THE PREPARATORY PROCESS FOR 2002 REVIEW

Among the activities undertaken towards the preparation of the 2002 review include the assessment of sectoral reports aimed at achieving sustainable development, as well as an investigation of the progress made and challenges and constraints encountered, of which the results were noted and documented. The sectors were also asked to provide suggestions and techniques to overcoming the challenges/constraints mentioned.

The issues of inadequate financial resources, inadequate human resources capacity as well as poor institutional capacity were concerns that were expressed by nearly every sector and were listed as major hindrances toward the implementation and advancement of sector plans geared toward sustainable development.

National Consultation was also held at the SDC engaging NGOs, CBOs, business sector, environmental groups in carrying out sector reviews, and conjuring up innovative and collaborative ways in achieving sustainable development, particularly as it relates to poverty eradication, environmental preservation and food security. Other issues such as governance, sustainable energy, gender equality and waste recycle were also discussed.

The Government of Grenada has also undertaken the necessary measures with regards the preparation for the ratification of the Kyoto Protocol and the Cartagena Protocol on Biosafety.

Grenada also participated in a number of preparatory meetings at the sub regional, regional and international levels toward the preparation of the WSSD. The outcomes of these meetings were also areas of focus for deliberation at the SDC and other consultations held at the various community levels.

The outcomes from these meetings were used to inform the sub regional preparation for the WSSD.

It is to be noted that issues of poverty, environmental management, legislation, HIV/AIDS, water, sanitation, governance, waste disposal, globalization and trade were considered as very important issues to Caribbean SIDS.

6.0 CONCLUSION

Significant progress can be reported in the overall improvement as it relates to environmental management, public awareness and overall sustainable development since 1992. Greater intersectoral linkages have developed in this regard and it is common practice to have wide scale stakeholders' participation in all matters that relates to development planning.

The establishment of institutions such as the Sustainable Development Council and the Multipartite Consultation Committee have proven to be invaluable for the continuous review and update of processes, plans, programmes and policies as it relates to environment and overall sustainable development.

Lack of both financial and human resources continue to be a major constraint toward the implementation of these programmes and hence the realization of given time bound objectives.

The Government of Grenada continues to be committed to the goals and objectives of international Conventions and Protocols to which it is a signatory and has pledge additional resources in this regard as stated in the 2003-2005 MTESP.

Assistance in capacity building and resource mobilization from the international community is therefore of paramount importance for the effective implementation of the various programmes and activities in this regard.

References

GOVERNMENT OF GRENADA (1997)	FORESTRY POLICY
GOVERNMENT OF GRENADA (2000)	NATIOANL PHYSICAL DEVELOPMENT PLAN
GOVERNMENT OF GRENADA (.1998)	FIRST NATIOANL COMMUNICATION ON CLIMATE CHANGE
GOVERNMENT OF GRENADA (1999) REPORT	POVERTY ERADICATION STRATEGY
GOVERNMENT OF GRENADA (2000-2003.)	MEDIUM TERM ECONOMIC STRATEGY PAPER
GOVERNMENT OF GRENADA (1997)	MASTER PLAN FOR THE TOURISM SECTOR
GOVERNMENT OF GRENADA (2001)	EDUCATION STRATEGY PAPER
GOVERNMENT OF GRENADA (.2000)	BIODIVERSITY STRATEGY AND ACTION PLAN
GOVERNMENT OF GRENADA (2000)	DISASTER MANAGEMENT
GOVERNMENT OF GRENADA (2001.)	GRENADA RURAL ENTERPRISE PROJECT APPRAISAL REPORT
GOVERNMENT OF GRENADA (2002)	SUSTAINBALE ENERGY PLAN
GOVERNMENT OF GRENADA (2002)	STRATEGIC PLAN FOR EDUCATIONAL ENHANCEMNET AND DEVELOPMENT

Annex 1

Proposed Framework for Addressing Key Issues in Reviewing and Assessing Progress

I. Please provide a general assessment of the state of implementation of the objectives of Agenda 21 and the Programme of the Further Implementation of Agenda 21 (PFIA21) in your country

- A. Please specify the main accomplishments in achieving sustainable development in your country, along with the factors that contributed to these accomplishments.
- B. Please address the main constraints or deficiencies that you encountered implementing sustainable development objectives, along with measures taken or planned to overcome such constraints or deficiencies.
- C. Please identify major challenges to the further implementation of sustainable development objectives in your country.

II. The five-year review of Agenda 21 that took place in 1997 confirmed the target for all countries to develop national strategies for sustainable development. Such strategies might take on a number of forms, including long-term processes of change, or the preparation of national Agendas 21 or national sustainable development action plans. However, all forms of strategies would be expected to lead to significant and tangible changes in support of sustainable development.

- A. Please describe the strategic approach that your country has taken and the changes that have been brought about by your country's strategic approach (e.g., policy changes, changes in the way decisions are made, changes in the manner in which resources are managed, changes in financing sustainable development, changes related to decentralization and empowerment of people, or any other changes that you consider to be important).
- B. Please describe the process of strategy development (e.g., who was involved? How was the consultative process across sectors and across parts of society organized? What institutional arrangements were used to develop the strategy? What arrangements are in place to ensure its continuity?)
- C. Please comment on the impact of your country's strategic approach (e.g., what are the tangible results? Who benefited and how?)

III. Please provide a general assessment of the policy approaches/actions taken in your country to implement the objectives of sustainable development

- A. Please provide concrete examples of policies that represent a "whole of government" approach and resulted in the integration of economic, social and environmental objectives through, for example, the formulation of integrated sectoral policies or strategies.

- B. Please provide concrete examples of public-private partnership in the implementation of sustainable development objectives in your country.
- C. Please provide us, using concrete examples, with your experience in engaging civil society, including media in education and awareness raising and the formulation of policies implementing sustainable development objectives in your country.
- D. Please comment on the impact of these policy approaches/actions on the implementation of the objectives of sustainable development.

IV. Drawing upon the reviews and assessments for 2002 undertaken in your country , please provide us with your suggestions regarding:

- A. "Course corrections" needed at national and international levels for achieving the objectives of sustainable development, given changing international conditions. In this context, please identify specific time-bound measures that need to be undertaken, along with the institutional and financial requirements, and the sources of such support.
- B. Additional measures to be undertaken by the international community including the United Nations system in support of national efforts towards sustainable development and the implementation of Agenda 21.

V. In addition to the information requested above, please provide information on the modalities of the preparatory process for the 2002 review in your country.