

# Government of Grenada



## **MEDIUM-TERM ACTION PLAN (MTAP) 2022 – 2024**

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*Programme of Action for  
Economic Recovery,  
Transformation and Resilience*

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## List of Abbreviations

CCORAL	Caribbean Climate Online Risk Adaptation Tool
CPA	Child Protection Authority
CPR	Cardiopulmonary Resuscitation
GCF	Grenada Cultural Foundation
GDP	Gross Domestic Product
GEPAP	Gender Equality Policy and Action Plan
GOG	Government of Grenada
GIDC	Grenada Investment Development Corporation
GNCD	Grenada National Council of the Disabled
GTA	Grenada Tourism Authority
HAG	Housing Authority of Grenada
ICAO	International Civil Aviation Association
ICT	Information Communication Technology
MDAs	Ministries, Departments and Agencies
MOA	Ministry of Agriculture, Forestry, and Lands
MOCPPMA	Ministry of Carriacou and Petite Martinique Affairs
MOCR	Ministry of Climate Resilience, the Environment, Fisheries, and Information
MOF	Ministry of Finance, Planning, Economic, and Physical Development
MOH	Ministry of Health, Social Security, and International Business
MOI	Ministry of Infrastructure, Public Utilities, Energy, Transport, and Implementation
MOICT	Ministry of Information Communications Technology
MOLA	Ministry of Legal Affairs
MOSD	Ministry of Social Development, Housing, and Community Empowerment
MOT	Ministry of Trade, Industry, Cooperatives and Caricom Affairs

MOTU	Ministry of Tourism and Civil Aviation
MOYSCA	Ministry of Youth, Sports, Culture and the Arts
MSME	Micro, Small, and Medium-Sized Enterprise
MTAP	Medium-term Action Plan
NaDMA	National Disaster Management Agency
NEWLO	New Life Organisation
NGO	Non-governmental Organisation
NHI	National Health Insurance
NIS	National Insurance Scheme
NSDP	National Sustainable Development Plan
NTA	National Training Agency
NTRC	National Telecommunications Regulatory Commission
PMO	Prime Minister's Office
PSIP	Public Sector Investment Programme
RGPF	Royal Grenada Police Force
RMF	Results Monitoring Framework
SAEP	Climate-smart Agricultural and Rural Enterprise Programme
SDG	Sustainable Development Goal
SGU	St. George's University
UHC	Universal Health Care
UWI	The University of the West Indies
TAMCC	T.A. Marryshow Community College
TDB	To be determined
TVET	Technical Vocational Education and Training

## 1.0 INTRODUCTION

This Medium-term Action Plan (MTAP) is a companion document to Grenada's National Sustainable Development Plan (NSDP) 2020-2035. It is the operational strategy document designed to facilitate the implementation of the NSDP, which was laid in the Parliament in November 2019. This MTAP outlines Grenada's sustainable development priorities that are aligned to the Sustainable Development Goals (SDGs) and sets out Government's strategic programmes and actions for implementation during the period 2022-2024. In so doing, it provides strategic direction for the Public Sector, the main implementer of the NSDP. However, in some instances, the implementation of strategic programmes and actions by the Public Sector will require partnership with the Private Sector, Civil Society, NGOs, development partners and other stakeholders.

This MTAP 2022-2024 is prepared in the context of COVID-19 pandemic, which has ushered in new realities and imperatives. While the pandemic caused immense hardship at the individual level, at the macro level, it has not caused new development problems per se. Instead, The Covid-19 pandemic has exposed and, in some cases, exacerbated long-standing challenges such as: poverty; vulnerability; gender, income and other inequalities; social and other inequities; a large informal sector that is overrepresented by women; weak health systems; an education system that is ill-prepared for the 21<sup>st</sup> century; inadequate focus on food and nutrition security; and inadequate social services and social protection systems. Fortunately, the NSDP acknowledges these and other development challenges and proposes strategic actions to address them. As such, the strategic focus of the NSDP remains relevant. Moreover, the NSDP is aligned to the SDGs, which remain an important organising framework to pursue sustainable and inclusive development. However, the fluidity of the COVID-19 crisis requires a resetting of some priorities.

In April 2020, the Cabinet approved an Economic Taskforce as part of Grenada's response to the COVID-19 pandemic with a specific mandate to make recommendations to rebuild the Grenadian economy inclusive of, but not limited to, identifying imperatives for job creation and business resuscitation as well as opportunities presented by the pandemic that, if seized, will make the Grenadian economy stronger and more resilient. Additionally, and more fundamentally, the Taskforce was mandated to consider structural shifts to position the Grenadian economy for long-term economic resilience. Accordingly, as part of the general Task Force for Rebuilding the Grenadian Economy, seven sub-committees were established with the specific objectives to provide recommendations and advice to the Cabinet on respective sectoral imperatives and actions (immediate, short term and medium-to-long term) to support economic recovery and transformation. The Sub-committees focused on priorities for:

- Agriculture and Fisheries
- Construction
- Education (including private education – medical education) E-Commerce/Digitisation
- Micro, Small and Medium-sized Enterprises
- Tourism
- Wholesale, Retail Trade and Manufacturing

In September 2020, a national Budget consultation was held to ascertain the views of sectoral stakeholders on priorities for the 2021 Budget against the backdrop of the imperative to protect lives and

livelihoods as the country conducts its affairs in the midst of COVID-19. Stakeholders discussed priorities under the following seven priority areas:

- Agriculture. Agri-business and Fisheries
- Enhancing Social Capital and Citizen's Wellbeing
  - Information Communication Technology (ICT)
  - Business Creation & Re-activation
- Tourism and Hospitality
- Economic Transformation and Strengthening Resilience

Several cross-cutting issues emerged from the economic taskforce and national Budget consultation that aligned with the Goals and Outcomes of the NSDP. Therefore, against the backdrop of the new COVID-19 social and economic realities, this MTAP 2022-2024 sets out a programme for economic recovery, transformation and resilience.

Agreed priorities will be implemented through the Public Sector Investment Programmes and national Budgets. The MTAP also focuses on results and accountability and uses the Results-based Monitoring Framework (RMF) that is set out in Chapter 7 of the NSDP 2020-2035 to monitor the development results being achieved that are expected to make a positive impact in the lives of Grenadians, as well as on Grenadian institutions.

The remainder of this document is organised as follows:

- Section 2: Recaps the strategic focus of the NSDP 2020-2035 including the National Vision, Goals and Outcomes.
- Section 3: Presents the Medium-term economic context, while
- Section 4: Outlines the MTAP preparation process.
- Section 5: Sets out the prioritised policies and actions for implementation under each National Goal and Outcome, while,
- Section 6: Deals with implementation
- Section 7: Covers monitoring, evaluation and reporting, and
- Section 8: Risk management.

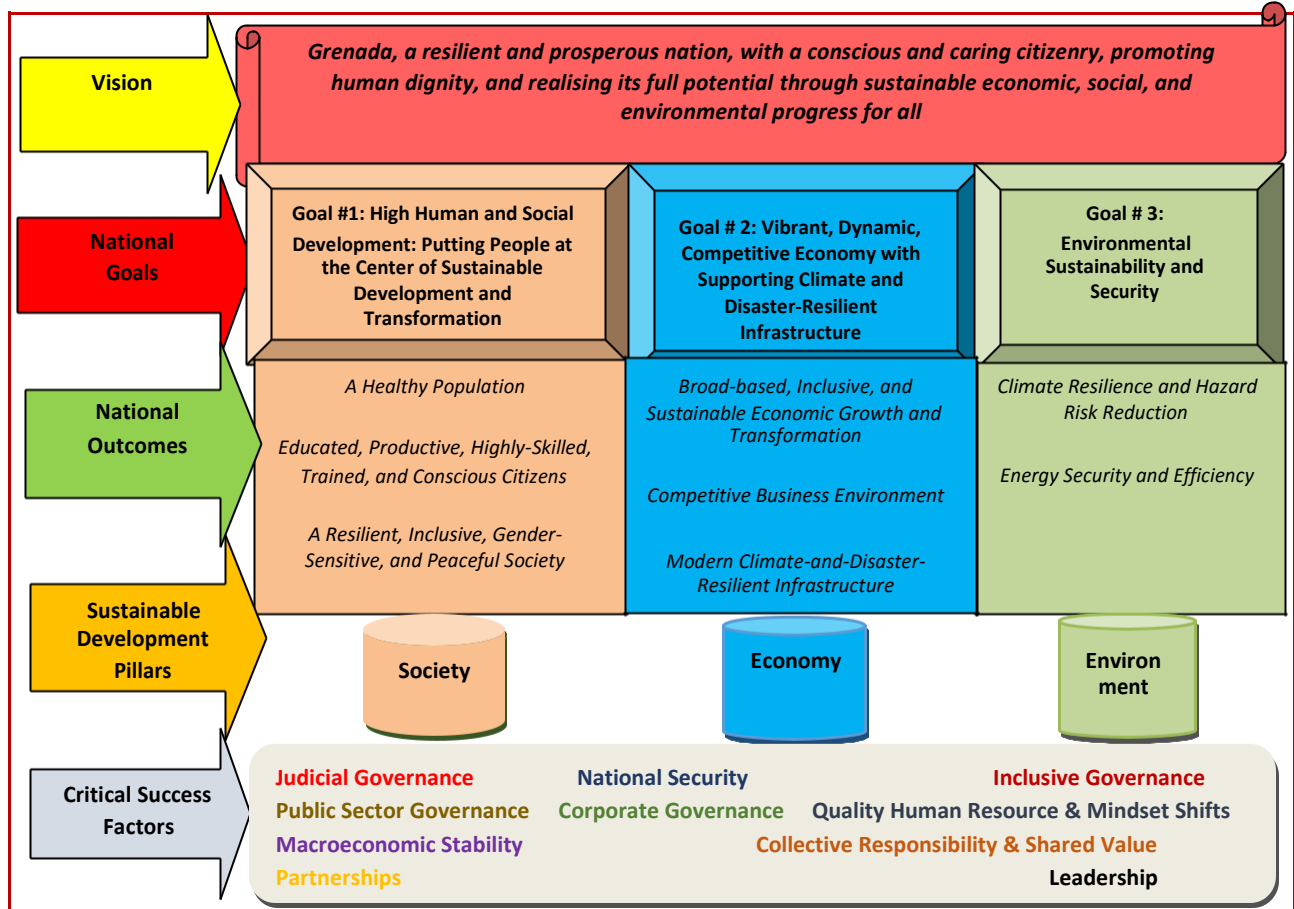
## **2.0 BRIEF OVERVIEW OF NSDP: STRATEGIC FOCUS, NATIONAL GOALS AND OUTCOMES**

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

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

Figure 2.1 presents the strategic framework of the NSDP.

**FIGURE 2.1: STRATEGIC FRAMEWORK OF THE NSDP 2020-2035**



*Authors' conceptualisation.*

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

The Plan is firmly grounded in Grenadian realities and is built on the aspirations of the Grenadian people. It envisions the functioning of an economy and society that is premised on genuine partnership in which



the Public Sector, Private Sector, Civil Society, and wider Non-State Actors share collective responsibility for Grenada's sustainable development and play complementary roles in the process of nation building.

Key features of the Plan include:

- ✓ It has a long-term strategic focus.
- ✓ It is built on the principles of sustainability and good governance that takes into account the society, economy and environment supported by strong institutions.
- ✓ It has stakeholder involvement and ownership.
- ✓ It has support from various political organisations.
- ✓ It takes into account the views and aspirations of Grenadians, including the youth.
- ✓ It elaborates a robust implementation framework.
- ✓ It focuses on results and accountability.
- ✓ It provides a structure for strategic and corporate planning in the Public Sector and Private Sector.

### 3.0 MEDIUM-TERM ECONOMIC CONTEXT

The outlook for Grenada’s economy is broadly positive, largely dependent on global developments as they relate to COVID-19. Recovery of the Tourism sector specifically, depends on the rebound of global travel and economic conditions in major source markets, which have been impacted by the pandemic. Prospects for growth in advanced economies such as the United States (one of Grenada’s major source markets) are generally better than for emerging markets and developing countries due to better vaccination access and additional policy support. It is therefore anticipated that these factors would quicken economic recoveries in Grenada’s major source markets and in turn increase global travel, which would have spin off effects on economies like Grenada. The re-opening of the borders to commercial traffic from both regional and international markets, including the United States, should gradually ease the effects of the economic downturn in the Tourism sector primarily with spill-over effects in other sectors. However, strict adherence to protocols is needed to safeguard the health of citizens and visitors alike and to reduce the risk of further spread. Additionally, the return of students to the St. George’s University campus in August 2021 should boost demand and spur increased activity in other sectors, including manufacturing, real estate, and wholesale & retail. The outlook for the Construction sector is positive over the medium term with several public and private sector projects. Major hotel projects as well as several private housing and commercial-building projects continue across the Tri-Island. Moreover, significant investment in agriculture feeder roads, roads and bridges repairs, and schools' upgrades across the Tri-Island, and other projects to improve infrastructure and boost climate resilience are ongoing. This should provide much-needed employment and further increase aggregate demand. Consistent with the global outlook, inflation is likely to pick up in the medium term. The Medium-Term Fiscal Framework (MTFF) 2022-2024 has been formulated to support Government’s strategic post-pandemic agenda that is focused on recovery, resilience and transformation.

Table 3.1 presents the baseline medium-term economic projections as at August 2021. The projections have been prepared in the context of unprecedented uncertainty in the macroeconomic outlook and hence, the fiscal framework are baseline projections, which may be updated once the path of the pandemic and the macroeconomic outlook becomes clearer. It is against the projected medium-term macroeconomic context that the MTAP 2022-2024 is formulated.

**TABLE 3.1: MEDIUM-TERM ECONOMIC PROJECTIONS**

	<b>2022</b>	<b>2023</b>	<b>2024</b>
Real GDP (%)	4.5	4.4	4.0
Total Revenue (% of GDP)	28.3	28.1	27.2
Total Expenditure (% of GDP)	31.2	26.3	21.8
Overall Fiscal Balance (after grants) (% of GDP)	(2.9)	1.7	5.4
Primary Balance (after grants) (% of GDP)	(0.9)	3.6	7.0
Public Debt (% of GDP)	67.0	65.2	63.5

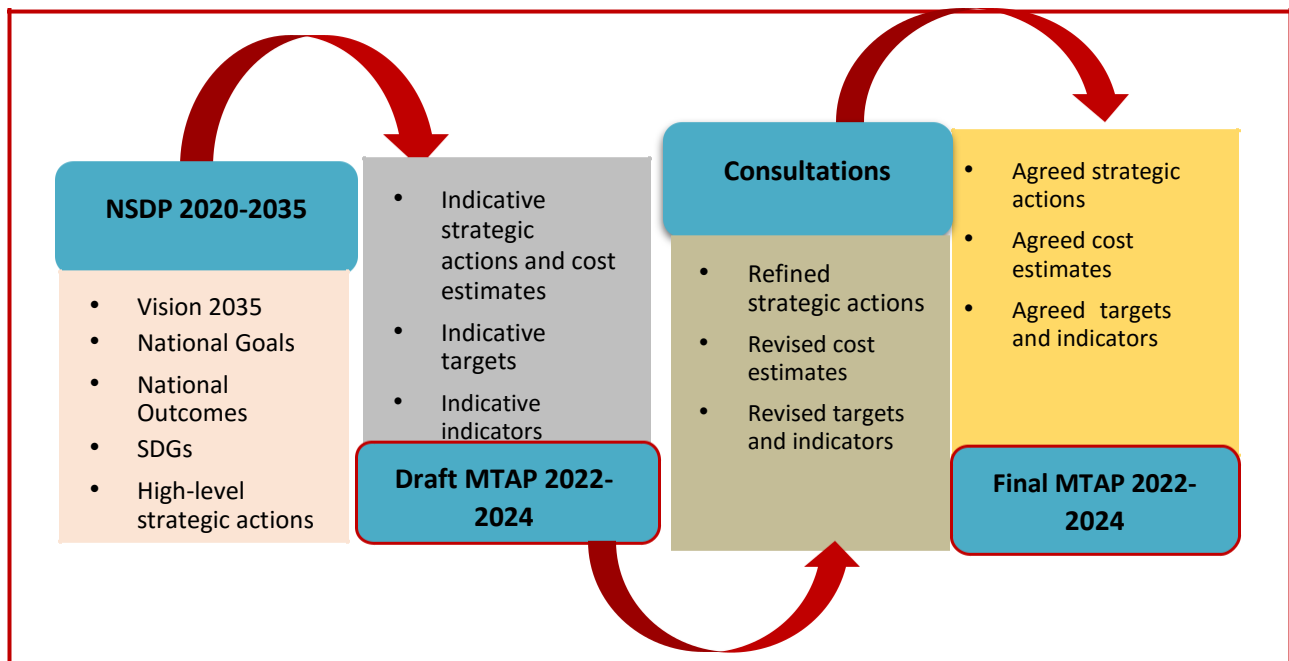
Source: Ministry of Finance. Baseline Projections as at November 2021.

## 4.0 MTAP PREPARATION PROCESS

Figure 4.1 depicts the preparation process for the MTAP 2022-2024. Drawing on the high-level strategic priorities that are set out in Chapter 3 of the NSDP 2020-2035, as well as sector strategies, and new imperatives occasioned by the COVID-19 crisis, the first draft of the MTAP was prepared with proposed concrete actions to be undertaken during the period 2022-2024. The indicative actions proposed were based on the seriousness of the problem as discussed during consultations for the preparation of the NSDP 2020-2035 and the feasibility of implementation during the three-year cycle.

The draft MTAP benefitted from consultations with Public Sector officials over the period August 27<sup>th</sup> - 29<sup>th</sup>, 2021 (Appendix 1 is the list of consultations held). The draft MTAP was finalised based on feedback from the consultations on the strategic actions to be taken during the period 2022-2024 as well as the agreed performance indicators and targets.

**FIGURE 4.1: MTAP 2022-2024 PREPARATION PROCESS**



*Authors' conceptualisation*

## 5.0 STRATEGIC PRIORITIES UNDER EACH NATIONAL GOAL AND OUTCOME

As mentioned previously, COVID-19 has ushered in new imperatives, especially in the area of health. The health crisis highlights the need for Grenada and the other Caribbean countries to actively implement public health measures, in all areas of its function; that is, to prevent diseases, to prolong life, and to promote health. These measures should be undertaken through the organised efforts of individuals, communities, and institutions in society. Health education and promotion are significant to heighten sensitivity to traditional and emerging public health issues. The health promotion unit in the MOH must be given a greater share of responsibility in the protection of the health of residents in Grenadians. This unit must be properly resourced and mandated to regularly re-focus on current and emerging issues. Continuous public health education should be cross cutting in all sectors, including the Gig Economy (Informal sector), and delivered through an organised scheme. Public health emergency response planning is another integral part of public health system development. A public health response team must be organised and remain abreast of local, regional, and global public health events. Additionally, the response team must outline its strategies to respond to adverse events. Furthermore, there is now a pressing need to train and retain infectious health care workers from Grenada or other measures such as healthy food security and health education, as well as integrating sanitation systems for example. Infusing modern technology throughout the health ecosystem is a pressing and urgent priority. Political will and governmental support are essential to enable the effective functioning of public health emergency response organisations. Overall, the post-pandemic agenda will be focused on recovery, resilience and transformation for the inclusive and sustainable development of Grenada.

This MTAP represents the Government's strategic priority actions, programmes and projects that are to be undertaken during 2022-2024 to advance the country's sustainable development agenda toward the realisation of Vision 2035. Indeed, the national Budget of 2022, the corresponding corporate plans and work programmes of the Public Sector and development partners' strategic engagements with Grenada must be squarely aligned to this MTAP.


Table 5.1 presents the strategic actions for implementation in 2022-2024, responsible entities, performance indicators and alignment with relevant SDGs, under each National Goal and Outcome of the NSDP. The strategic interventions that are to be undertaken draw from the high-level strategic priorities that are elaborated in Chapter 3 of the NSDP under each of the National Goals and Outcomes. The priority actions, projects and programmes are also informed by recommendations of the Cabinet-approved COVID-19 Economic Taskforce and Sub-committees. They are aligned to relevant SDGs. Indeed, the execution of this and other MTAPs will be the operational vehicles through which Grenada mainstreams the implementation of the SDGs.



The MTAP has been designed to promote intersectoral coordination and policy coherence in an effort to secure the development results desired. Therefore, aligned to the Strategic Objectives and Development Outcomes are specific activities, projects and programmes to commence and/or undertaken starting in 2022. These activities/projects/programmes are to be executed as part of MDAs work programmes in a collaborative manner. Actions, projects and programmes that are not completed in this MTAP cycle will be rolled over to the 2023-2025 cycle as deemed necessary as the case might be taking into consideration prevailing social, economic and environmental context.



Appendix 2 identifies the main Ministry and/or Department as well as other stakeholders responsible for implementation of each priority action, project and programme. It also presents the key performance indicators and targets against which progress toward the attainment of the desired results of the MTAP 2022-2024 is measured and by extension, progress toward the long-term targets that are set out in the NSDP. In so doing, it serves as a strategic roadmap for all development stakeholders, especially those in the Public Sector, as well as all regional and international development partners to work with a coordinated, holistic and common development agenda toward the realisation of Vision 2035.

Indicative estimated costs are identified for some actions/projects/programmes where such costs can be feasibly estimated. The actions, projects and programmes that are identified are deemed (through consensus of stakeholders) to be important for achievement of the targets set out under each of the desired National Outcomes of the NSDP 2020-2035. Indicative cost estimates are based on assumptions for the scope and depth of projects and programmes. Development financing will be obtained from different sources including the national Budgets of the Government, and grants and concessional loans from development partners.


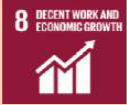
**TABLE 5.1: PROPOSED STRATEGIC OBJECTIVES AND INTERVENTIONS FOR 2022-2024**





Strategic Objectives	Strategic Interventions	Owner	Indicators	Baseline (BL)	Targets		Alignment with SDGs		
					2023	2024			
<b>NSDP GOAL 1: HIGH HUMAN AND SOCIAL DEVELOPMENT: PUTTING PEOPLE AT THE CENTER OF SUSTAINABLE DEVELOPMENT AND TRANSFORMATION</b>									
<b>NSDP Outcome 1: A Healthy Population</b>									
<b>Strategic Objective 1.1:</b> <i>Strengthen Capacity for Delivery of Public Health Services and Systems for Improved Delivery</i>	1. Enhancing the capacity to respond to public health emergencies	- MOH	# of positive COVID-19 cases	178 (August 6, 2021)	Less than BL	Less than 2023			
			# of COVID-19 vaccines doses administered	21,859 (August, 6, 2021)	More than BL	More than 2023			
			# of risk response policies and procedures implemented	2 (2021)	More than BL	More than 2023			
	2. Build capacity of healthcare workers in infectious disease prevention and control	- MOH - SGU	# of medical staff trained	50 (2021)	More than BL	More than 2023			
			3. Improve medical care services and technology throughout the healthcare system	- MOH - MOICT	# of technology services implemented	3 (2021)		More than BL	More than 2023

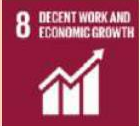
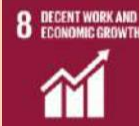
	4. Enhance safety net programmes to promote health security for all citizens	- <b>MOSD</b> - <b>MOH</b>	Public health expenditure (% of total public expenditure)	9.5% (2018)	% increase relative to BL	% increase relative to 2023	
	5. Implementation of health programmes that target the life course, such as community parenting, adolescence, and senior health programmes	- <b>MOH</b> - <b>MOSD</b>	Death by communicable diseases (% of total)	10.7% (2016)	% decrease relative to BL	% decrease relative to 2023	
<b>Strategic Objective 1.2:</b> <i>Increase Health and Wellness of Citizens and Residents</i>	6. Promote stronger emphasis on healthy (local) foods and lifestyles	- <b>MOH</b> - <b>MOA</b> - <b>MOE</b>	Prevalence of obesity in children and adolescents (%) total	9.2% (2016)	% decrease relative to BL	% decrease relative to 2023	
<b>NSDP Outcome # 2: Educated, Productive, Highly- Skilled, Trained, and Conscious Citizens</b>							
<b>Strategic Objective 2.1:</b> <i>Improve Management and Implementation Capacity of MOE</i>	7. Establish results- based implementation and accountability systems	- <b>MOE</b>	% of trained teachers	TBD	% increase relative to BL	% increase relative to 2023	
<b>Strategic Objective 2.2:</b> <i>Improve Quality of Teaching and Learning</i>	8. Increased focus on learner centered education	- <b>MOE</b> - <b>MOICT</b> - <b>NTRC-</b> - Service Provide rs	% of students receiving 5 or more CSEC passes	TBD	% increase relative to BL	% increase relative to 2023	


	9. Professionalisation of the teaching service	<ul style="list-style-type: none"> <li>- MOE</li> <li>- UWI Open Campus</li> <li>- SGU</li> </ul>	% of teachers granted study leave, tuition assistance, TAMCC-TE, Other Teacher Ed. Programmes	29.6% (Q4, 2020)	% increase relative to BL	% increase relative to 2023	
<b>Strategic Objective 2.3:</b> <i>Strengthen Alignment between Education and Training with the needs of the 21<sup>st</sup> Century Economy and Society.</i>	10. Rationalise academic and technical Curricula to improve the school-to-work transition	<ul style="list-style-type: none"> <li>- MOE</li> <li>- Gender Affairs</li> <li>- NTA</li> </ul>	# of students that transitioned from academic and technical institutions into full time employment within a year.	TBD	% increase relative to BL	% increase relative to 2023	
<b>Strategic Objective 2.4:</b> <i>Promote Youth Empowerment, Entrepreneur-ship Employment and Development</i>	11. Enhance coordination for improved youth development programming	<ul style="list-style-type: none"> <li>- MOYSC A</li> <li>- MOE</li> <li>- MOSD</li> <li>- NTA</li> </ul>	Youth unemployment rate (%)	42.9% (Q1, 2021)	% decrease relative to BL	% decrease relative to 2023	
<b>NSDP Outcome # 3: A Resilient, Inclusive, Gender-Sensitive, and Peaceful Society</b>							
<b>Strategic Objective 3.1:</b> <i>Foster the Culture of Evidenced based Decision Making</i>	12. Strengthen institutions and data systems for resilience planning and decision making	<ul style="list-style-type: none"> <li>- CSO</li> <li>- MOICT</li> </ul>	Statistical Act  Statistical Institute	Not enacted  Not established (2021)	Enacted  Established	Enacted  Established	
<b>Strategic Objective 3.2:</b> <i>Enhance Citizen Safety and Security</i>	13. Strengthen national security architecture and judicial administration	<ul style="list-style-type: none"> <li>- RGPF</li> <li>- MOSD</li> </ul>	Rule of Law Ranking	44/180 (2020)	Decrease relative to BL	Decrease relative to 2023	



	14. Improving efficiency in administration of Criminal Justice System	- MONS - RGPF - MOLA	# of cases heard annually	TBD	TBD	TBD	
<b>Strategic Objective 3.3:</b> <i>Strengthen Social Protection Systems</i>	15. Improve the quality and delivery of social services for all	- MOSD - NIS	Poverty rate	37.7% (2008)	% decrease relative to BL	% decrease relative to BL	
<b>Strategic Objective 3.4:</b> <i>Promote Gender inclusivity</i>	16. Build awareness that fosters actions for gender inclusion, diversity and equity	- MOSD - MOE - MOH - MONS	Gender Inclusivity Index	1% (2020)	% Increase relative to BL	% Increase relative to 2023	
<b>Strategic Objective 3.5:</b> <i>Foster Dialogue and Action to Promote Partnerships and Collaboration with Faith-based Organisations.</i>	17. Promote and support health, social and spiritual development of communities	- MOEH - DRA&I - MOSD - Dept of Youth - FBOs	# of faith-based implemented projects within communities	TBD	% Increase relative to BL	% Increase relative to 2023	
<b>NSDP GOAL 2: VIBRANT, DYNAMIC, COMPETITIVE ECONOMY WITH SUPPORTING CLIMATE-AND-DISASTER RESILIENT</b>							
<b>INFRASTRUCTURE NSDP Outcome #4 – Broad-based, Inclusive, and Sustainable Economic Growth and Transformation</b>							
<b>Strategic Objective 4.1:</b> <i>Boost the Economic, Social and Environmental Contribution of the Agriculture and Fisheries Sector</i>	18. Increase value added in agriculture and fisheries production	- MOA - Fisheries	Contribution of Agriculture & Fisheries to GDP (%)	4.3% (2019)	% Increase relative to BL	% Increase relative to 2023	 
	19. Promote food and nutrition security	- MOA - Fisheries					

	20. Increase youth involvement in agriculture and fisheries	- <b>MOA</b> - <b>Fisheries</b>						
	21. Expand use of technology in the agriculture and fisheries sector	- <b>MOA</b> - <b>Fisheries</b> - <b>MOICT</b>						
	22. Enhance resilience of the agriculture and fisheries sector to climate change	- <b>MOA</b> - <b>Fisheries</b> - <b>MOCR</b>						
	23. Increase investment in research & development in agriculture and fisheries	- <b>MOA</b> - <b>Fisheries</b> - Dev partners - Private Sector						
<b>Strategic Objective 4.2:</b> <i>Increase the Economic, Social and Environmental Contribution of the Tourism Sector</i>	24. Promote the recovery and resilience of the tourism sector	- <b>MOTU</b> - <b>GTA</b> - GHTA	Contribution of services to GDP (%)	67% (2019)	% Increase relative to BL	% Increase relative to 2023		
	25. Foster the development of a sound and economically viable civil aviation system	- MOTU - MoF - MOIDPU TI - MOICT						 

<p><b>Strategic Objective 4.3:</b></p> <p><i>Unleash the Potential of the Blue and Orange Economies</i></p>	<p>26. Increase investment in the Orange and Blue Economies</p>	<ul style="list-style-type: none"> <li>- <b>MOCR</b></li> <li>- Private Sector</li> <li>- Dev partners</li> <li>- <b>Div of Culture</b></li> </ul>					
<p><b>Strategic Objective 4.4:</b></p> <p><i>Expand ICT and Digitisation to meet the Demands of the 21st Century</i></p>	<p>27. Improve the digital ecosystem of both public and private sectors to enable citizens' participation in the digital economy</p>	<ul style="list-style-type: none"> <li>- <b>PMO/ICT</b></li> <li>- <b>Private Sector</b></li> <li>- <b>Dev. Partners</b></li> </ul>	<p># of e-services in use in country</p>	<p>TBD</p>	<p>TBD</p>	<p>TBD</p>	
<b>NSDP Outcome #5- A Competitive Business Environment</b>							
<p><b>Strategic Objective 5.1:</b></p> <p><i>Support for MSMEs' Resilience and Expansion</i></p>	<p>28. Improve the eco-system for MSMEs' growth, development, and resilience.</p>	<ul style="list-style-type: none"> <li>- <b>MOT</b></li> <li>- <b>GIDC</b></li> <li>- <b>GDB</b></li> <li>- <b>MOLA</b></li> <li>- <b>MOF</b></li> <li>- <b>Bureau of Standards</b></li> </ul>	<p>Contribution of the Industry GDP (%)</p>	<p>20% (2019)</p>	<p>% Increase relative to BL</p>	<p>% Increase relative to 2023</p>	
<p>29. Support for the manufacturing sector to increase Grenada's capacity to benefit from export trade</p>	<ul style="list-style-type: none"> <li>- <b>MOT</b></li> <li>- <b>Bureau of Standards</b></li> </ul>						

NSDP Outcome #6 -Modern Climate-and-Disaster Resilient Infrastructure							
<b>Strategic Objective 6.1:</b> <i>Upgrade Physical Infrastructure and Infrastructure Planning</i>	30. Improved sustainable and resilient infrastructure, public utilities and transport	<b>MOIDPUT I</b> <b>MOICT</b> GTC - Physical Planning MoA (Land Use Division) Dev. Partners NAWASA GTC	Capital Expenditure (% of GDP)	2.6% (2019)	% Increase relative to BL	% Increase relative to 2023	
			% of annual PSIP proposals incorporating climate resilience criteria	Less than 5% (2018)	50%	60%	
<b>GOAL 3: ENVIRONMENTAL SUSTAINABILITY AND SECURITY</b>							
<b>NSDP Outcome #7 – Climate Resilience and Hazard Risk Reduction &amp; NSDP Outcome # 8: Energy Security and Efficiency</b>							
<b>Strategic Objective 7.1:</b> <i>Improve Climate Resilience, Energy Efficiency and Hazard Risk Management</i>	31. Mainstream Climate change adaptation and mitigation practices	- <b>MOCR</b> - <b>Fisheries</b> - <b>MOA</b> - <b>MOICT</b> - <b>MOIDPUT I</b> - MOF&E - GTC - GRENLEC - Dev. Partners - Private Sector Organisations	% of PSIP investment in building climate resilience & environmental protection	29% (2017)	TBD	TBD	
			Percentage of Marine Protected Areas	3% (2018)	TBD	TBD	
	32. Strengthen Disaster and Hazard risk Management	- <b>MOCR</b> - <b>MaDMA</b> - <b>All Ministries</b>	# of disaster risk management training programmes	TBD	TBD	TBD	

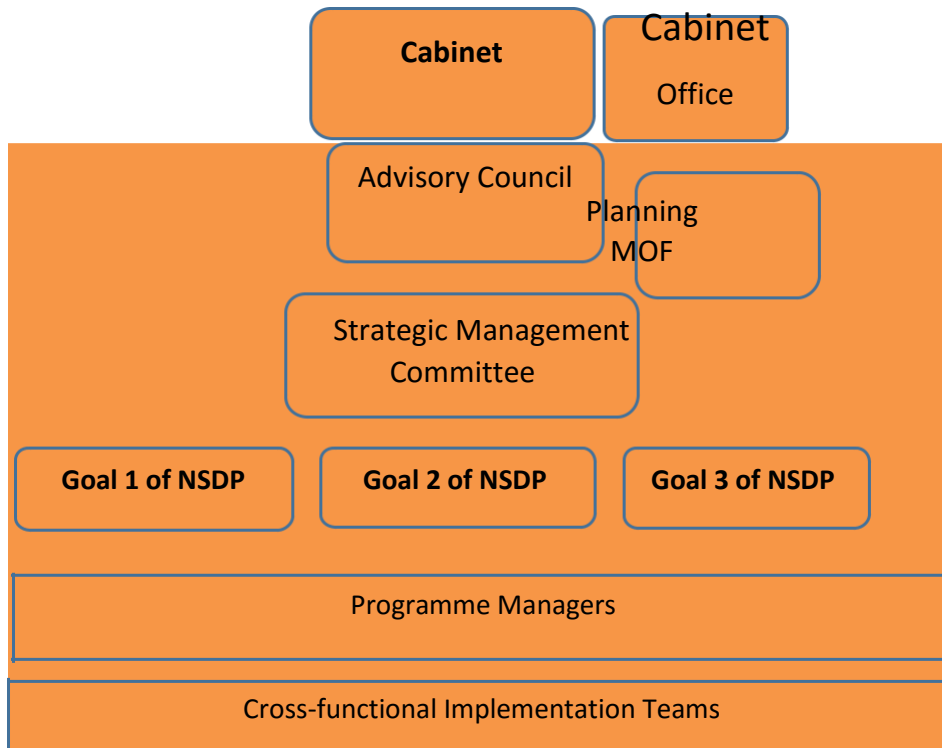
				delivered annually				
		33. Improve energy efficiency and energy mix.	- <b>Energy Div.</b> - <b>MOCR</b> - <b>All Ministries</b>	% installed power generation capacity from Renewable Energy	TBD	TBD	TBD	

## 6.0 IMPLEMENTATION

### 6.1 Implementation Arrangements

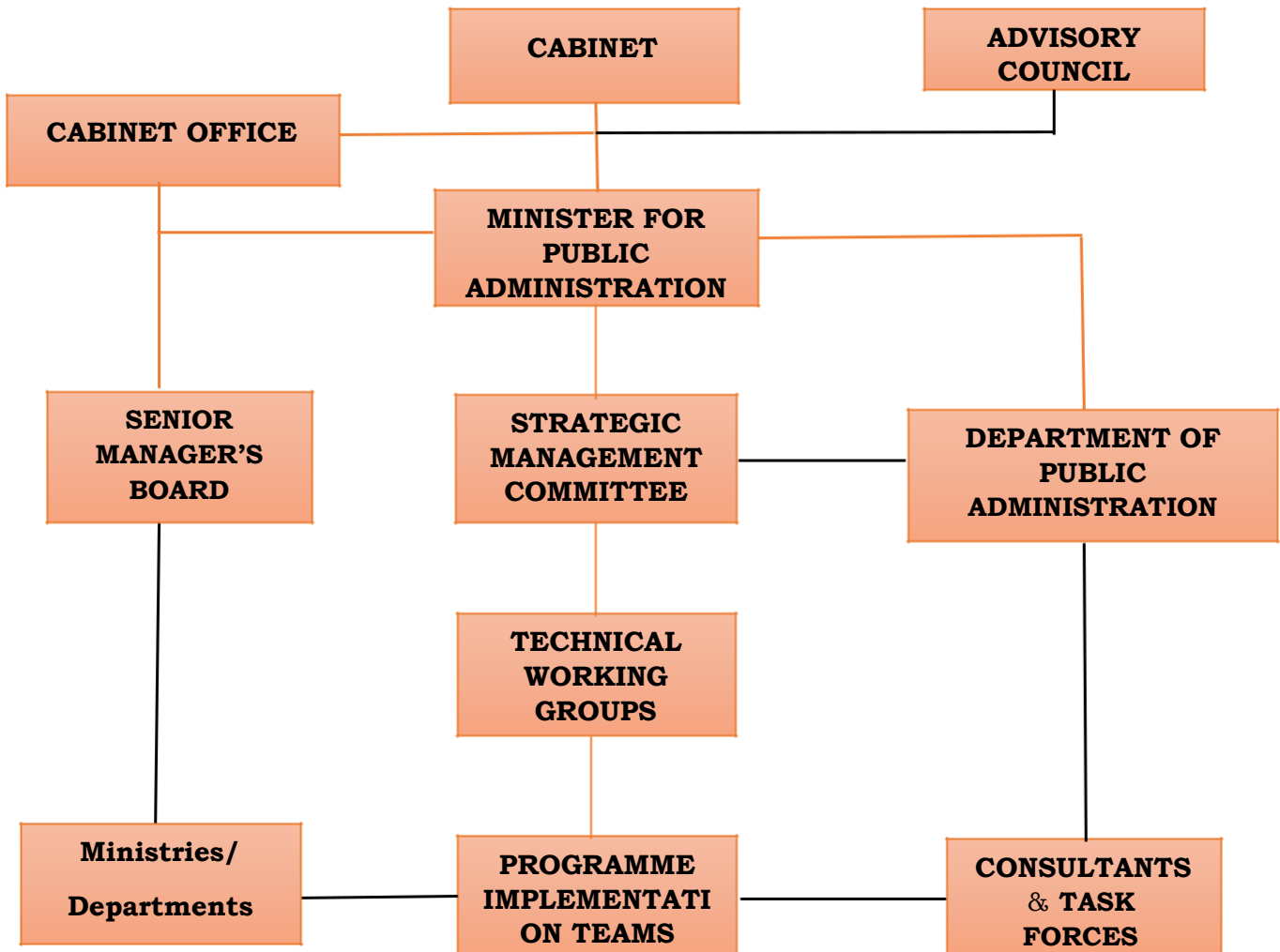
An agile delivery support team located at the Centre of Government to facilitate faster implementation of select strategic priorities and enable delivery of fast results through a methodical approach to planning for implementation and execution. The team, by design, is lean, highly skilled and specialised and will be supported by technical specialists and other consultants.

**FIGURE 6.1 GOVERNANCE MODEL**



Each Group must be assigned at least one (1) Accountable Leader at the Ministerial or Senior Government Official level. The Accountable Leaders and their respective Ministries, Departments and Agencies (“MDAs”) are responsible for delivering on the priority actions. Each Lead is supported by the appropriate individuals with the correct skill sets. It is envisaged that many of these individuals will operate across priority areas such that a collaborative approach to delivery and organisational synergies could be harnessed.

**FIGURE 6.2: ORGANIZATIONAL FRAMEWORK FOR PROGRAMME IMPLEMENTATION**



**TABLE 6.1 KEY ROLES IN PROGRAMME IMPLEMENTATION**

<p>Strategic Management Committee</p>	<ul style="list-style-type: none"> <li>▪ Refine targets, initiatives, milestones and responsibilities</li> <li>▪ Rigorously monitor all initiatives</li> <li>▪ Provide a robust mechanism for coordinating implementation efforts across government, ensuring that ministries have robust plans to deliver on their key priorities and enable better inter-ministerial coordination while ensuring clear delineation of responsibilities and accountability throughout the implementation stages</li> <li>▪ Establish relationships with other stakeholders that facilitate delivery including the business sector, civil society, and development partners to facilitate continual improvement in service delivery</li> </ul>
<p>Technical Working Group Leads</p>	<ul style="list-style-type: none"> <li>▪ Develop a detailed Implementation Plan with clearly defined targets, key activities and expected outputs for the Group</li> <li>▪ Set up monitoring and tracking tools and processes, which may include a combination of dashboards and meeting schedules and performance dialogues with counterparts</li> <li>▪ Provide oversight and account for delivery of the various priority projects and initiatives</li> <li>▪ Coordinate outputs from the Programme Managers and partner with representatives from public and private sectors and civil society on fast-tracking outcomes in key result areas</li> <li>▪ Identify implementation challenges including shifts and apply effective problem-solving measures</li> <li>▪ Provide comprehensive reports to the Strategic Management Committee, which assess performance and progress against the agreed objectives</li> </ul>
<p>Programme Managers</p>	<ul style="list-style-type: none"> <li>▪ Provide supervisory leadership throughout the delivery chain</li> <li>▪ Liaise with Ministry Teams to troubleshoot project/activities and provide timely guidance on corrective action</li> <li>▪ Provide technical guidance for project/activity execution</li> </ul>
<p>Cross-functional Implementation Teams</p>	<ul style="list-style-type: none"> <li>▪ Design resourceful strategies to meet targets</li> <li>▪ Engage stakeholders regularly</li> <li>▪ Comply with strategic guidance</li> <li>▪ Manage service providers</li> <li>▪ Set realistic budget and targets</li> <li>▪ Report on activities as required</li> </ul>



## **6.2 Government's Commitment to Results-based Implementation**

With the strategic objective of promoting implementation effectiveness, Government is committed to strengthening capacity and institutional arrangements, and in this regard will:

- 1) Rationalise functions and services in terms of relevance, fit and alignment of portfolios.
- 2) Re-engineer and streamline of core business processes/functions, end-to-end, to improve efficiency and adaptation to new technologies and systems (policy development, planning, human resource management, procurement, financial management, internal audit, legal & regulatory framework).
- 3) Establish Government Continuity of Operations Framework.
- 4) Institutionalise the Centre of Government Governance Framework.
- 5) Develop M&E capacity in the use of tools and techniques of results-based management.
- 6) Strengthen capacity of the Central Procurement Unit.
- 7) Upskill relevant staff and service providers in GOG procurement practices.
- 8) Structure and staff adequately GOG Implementation function.
- 9) Complete the restructuring of the Department of Economic and Technical Corporation.
- 10) Institutionalise an integrated performance management system and accountability framework.
- 11) Mainstream strategic workforce development (talent management).
- 12) Provide continuous and responsive professional development.
- 13) Implement a Leadership Competency Framework for the Public Service.
- 14) Establish qualifications, competencies and professional standards for select cadres.
- 15) Develop and implement programmes that allow for the recognition of high performing and innovative employees.
- 16) Develop and implement leadership and management development programmes for three levels of employees: -
  - a. Senior managers
  - b. Mid-level managers
  - c. Emerging leaders
- 17) Develop and apply a service delivery accountability framework.
- 18) Define core customer service competencies.
- 19) Develop service delivery standards and charters.

## **7.0 MONITORING, EVALUATION AND REPORTING**

Chapter 7 of the NSDP describes the RMF, which has been designed to answer two fundamental questions: Are the desired targets and outcomes being achieved? How can achievement or non-achievement be proven? The targets that are to be achieved by 2025 will be based on strategic actions taken during this MTAP period (2022-2024). The RMF identifies roles and responsibilities, as well as reporting arrangements and requires a participatory approach to monitoring and reporting. Accordingly, the Cabinet Office will be the main entity responsible for monitoring implementation progress and development results being achieved.

An annual progress report will be the key output of the RMF, which the Cabinet Office will prepare in collaboration with other stakeholders in the Public Sector. The annual report will be prepared not later than six months after the end of each calendar for the preceding year in the MTAP cycle. It will provide an update on the performance of the Targets set, identify potential hindrances to the attainment of the Targets, and make recommendations for strategic and operational adjustments to ensure the achievement of the set targets. The annual progress reports will be presented to the Cabinet. An ex-post evaluation report of the 2022-2024 MTAP cycle will be prepared by the Cabinet Office not later than one year after the end of the cycle. The evaluation report will be submitted to the Office of the Director of Audit for review.

## 8.0 RISK MANAGEMENT

Chapter 6 the NSDP 2020-2035 discusses risks that could affect implementation over the 16-year horizon. Key risks relate to implementation capacity, potential for deviations from the strategic focus of the Plan with changes in political administrations over the period of implementation, and macroeconomic as well as environmental shocks and pandemics. Measures are proposed to help mitigate these risks including:

(a) continuous and meaningful capacity building; (b) new community governance arrangements and mechanisms for active citizen engagement to heighten the political cost of deviating from the strategic direction set by the National Plan; (c) legislation to anchor institutional and implementation arrangements; (d) deployment of prudent and sustainable macroeconomic policies as well as improvements in primary health system; and (e) mainstreaming of climate adaptation and mitigation strategies and quick responses to address the socioeconomic effects of natural hazards.

Table 8.1 presents the major sources of risks over the MTAP cycle, 2022-2024.

**TABLE 8.1: RISK MANAGEMENT**

Event	Level	Mitigation measure
<b>Macroeconomic Risks - economic uncertainties in the context of a tenuous global economic outlook for the medium term</b>		
Macroeconomic shock	<b>H</b>	<ul style="list-style-type: none"> <li>- Build fiscal buffers by strengthening Government’s cash position and increasing its savings</li> <li>- Continue to implement reforms to strengthen economic resilience, boost competitiveness, productivity, and growth</li> </ul>
<b>Implementation Risks - institutional and human capacity constraints, which can undermine effective implementation of projects and programmes</b>		
Insufficient resources available to perform the work	<b>M</b>	<ul style="list-style-type: none"> <li>- Explore various channels to secure resources, including hiring new staff, re-training staff who currently lack sufficient skills or re-deploying skilled staff</li> <li>- Consider alternative implementation approaches or rescheduling and reprioritising work</li> </ul>
Poor team dynamics	<b>L</b>	<ul style="list-style-type: none"> <li>- Improve team cohesion through proactive communication</li> <li>- Develop issue logs and plans to track and resolve issues</li> <li>- Follow up on action items</li> <li>- Ensure all project status information is accurate and up-to-date</li> </ul>

Overly optimistic schedule	M	<ul style="list-style-type: none"> <li>- Incorporate adequate time for planning, and documentation, and properly account for non-working time such as weekends, holidays, and staff vacations</li> <li>- Properly account for schedule dependencies including stakeholder dependencies that are not directly controllable</li> </ul>
<b>Ownership Risks - inadequate buy-in from Public Officers and Senior Management</b>		
Poorly defined roles and responsibilities	M	<ul style="list-style-type: none"> <li>- conduct regular stakeholder engagements to create awareness of the programme</li> <li>- clearly define the role of the Public Officer in the delivery process</li> <li>- establish clear accountabilities at all levels of implementation</li> </ul>
<b>Exogenous Risks – natural and/or man-made events which can cause the Government to reset its priorities</b>		
Declaration of a national or sub-national disaster	H	Engage in quick response to address the socioeconomic effects of natural hazards, as well as continue to set aside 40% of the monthly inflows from the citizenship-by-Investment programme for natural disaster relief, as required by the Fiscal Responsibility Law

## 9.0 APPENDICES

### Appendix 1: Stakeholders' Consultations

Ministerial and Departmental Stakeholders' Consultations which were held within the period 23<sup>rd</sup> and 31<sup>st</sup> August 2021.

1. Ministry of Agriculture, Lands and Forestry
2. Ministry of Carriacou and Petite Martinique Affairs and Local Government
3. Ministry of Education, Human Resource Development, Religious Affairs and Information
4. Ministry of Health and Social Security
5. Ministry of Ministry of Infrastructure Development, Public Utilities, Transport and Implementation
6. Ministry of Social Development, Housing and Community Empowerment
7. Ministry of National Security, Public Administration, Youth Development, Home Affairs, ICT and Disaster Management
8. Ministry of Trade, Industry and Consumer Affairs
9. Ministry of Tourism, Civil Aviation, Climate Resilience and the Environment
10. Ministry of Sports, Culture and the Arts, Fisheries and Co-operatives
11. Her Majesty's Prisons
12. Royal Grenada Police Force

## Appendix 2: Proposed Ministry Level Activities

STRATEGIC OBJECTIVES	STRATEGIC INTERVENTIONS	PROPOSED ACTIVITIES FOR MDAS	INDICATIVE COST OF ACTIVITY (EC\$ M)
<b>NSDP GOAL 1: HIGH HUMAN AND SOCIAL DEVELOPMENT: PUTTING PEOPLE AT THE CENTRE OF SUSTAINABLE DEVELOPMENT AND TRANSFORMATION</b>			
<b>NSDP Outcome 1: A Healthy Population</b>			
<b>Strategic Objective 1.1:</b> <i>Strengthen Capacity for Delivery of Public Health Services and Systems for Improved Delivery</i>	Implement public health emergency programmes	1. Update the Multi Hazard Health Sector Plan	20,000.00
		2. Strengthen Health Emergency Response Systems including the Health Emergency Operations Center	200,000.00
		3. Accreditation of Public Health Laboratory	250,000.00
		4. Infrastructure Development – Smart Retrofit of Health Facilities	500,000.00
		5. Strengthening Surveillance Systems – Training and SOP	50,000.00
		6. Strengthening IHR Compliance Mechanisms	250,000.00
	Build capacity of health care workers in infectious disease prevention and control	7. IPC Training and Implementation of Standard Operating Procedures	50,000.00
		8. Develop and implement Standard Operating Procedures	50,000.00
	Improve medical care services and technology throughout the healthcare system	9. Enhance Diagnostic Services – CT scan, new laboratory services; telemedicine	1,000,000.00
		10. Inventory Management Systems	100,000.00
		11. Support for Cancer Registry	20,000.00
		12. Electronic Medical Records	1,200,000.00
	Enhance safety net programmes to promote health security for all citizens	13. Strengthen Mental Health and Psychosocial Support Programmes	200,000.00
		14. National Health Insurance	TBD
		15. Public Assistance Programmes for Health	350,000.00
	Implementation of health programmes that target the life course, such as	16. Maternal and Child Health – Childhood Vaccination Campaign	50,000.00
		17. Chronic Disease Prevention and Management	100,000.00

	community parenting, adolescence, and senior health programmes	18. School and Adolescent Health Programme	<b>100,000.00</b>
<b>Strategic Objective 1.2:</b> <i>Increase Health and Wellness of Citizens and Residents</i>	Promote stronger emphasis on healthy (local) foods and lifestyles	19. Ban the sale of sugary beverages and carbonated drinks at all public and private schools. Mandate the use of local produce only in school feeding programmes	<b>Nil</b>
		20. Roll out a “Grenada Moves” and “Pump it up” Exercise Programme to promote healthy lifestyles	<b>TBD</b>
		21. Make CPR and first aid training compulsory in all schools as well as for the general public.	<b>Nil</b>
		22. Increase services in relation to sexual and reproductive health and rights	<b>TBD</b>
		23. Work collaboratively with educational institutions and group to promote viable careers in sports such as the “Emerging Athletes Programme”	<b>Nil</b>
	Expand access to health care services	24. Examine the health implications and impacts of motor vehicular accidents, and injuries inflicted on self and injuries sustained from others and use data to inform programming	<b>TBD</b>
		25. Implement the national sports policy.	<b>TBD</b>
		26. Provide rights-based health care that promotes solidarity to ensure that those with the most needs are given priority to receive services	<b>TBD</b>
		27. Conduct monitoring of population health and evaluation of interventions on a regularized basis to inform and revise priorities in the health sector and to create public awareness of the status of health	<b>TBD</b>
		28. Conduct research on environmental and occupational risks in collaboration with academic institutions	<b>TBD</b>

<b>NSDP Outcome # 2: Educated, Productive, Highly- Skilled, Trained, and Conscious Citizens</b>			
<b>Strategic Objective 2.1:</b> <i>Improve Management and Implementation Capacity of MOE</i>	Establish results- based implementation and accountability systems	29. Strengthen the MOE’s policy implementation monitoring systems	<b>TBD</b>
		30. Conduct strategic reviews of the education system every 5 years, starting in 2022, to ensure relevance and impact	<b>TBD</b>
		31. Review and amend (as necessary) the Education Act to reflect the changing education landscape	<b>Nil</b>
<b>Strategic Objective 2.2:</b> <i>Improve quality of Teaching and Learning</i>	Increased focus on learner centered education	32. Remedy access and connectivity challenges (at home and schools) to enhance E-education in the context of Covid-19	<b>TBD</b>
	Professionalise the Teaching Service	33. Increase the use of more technology-focused activities that foster the development of 21 <sup>st</sup> century skills	<b>TBD</b>
		34. Implement intensive Professional Development Programmes for teachers and principals using online resources	<b>TBD</b>
		35. Conduct rigorous analysis of good practices, strengthen observations of classroom interactions and the use of various technologies and learning materials, and enhance assessments of teacher support and value-based outcomes	<b>TBD</b>
		36. Implement the newly-developed standards in early childhood education and build capacity and technical skills of early childhood educators and practitioners	<b>TBD</b>
		37. Address gender disparities in education and ensure equal access to all levels of education and vocational training	<b>TBD</b>
<b>Strategic Objective 2.3:</b> <i>Strengthen alignment between Education and training with the needs of the 21<sup>st</sup> Century economy and society.</i>	Rationalise academic and technical Curricula to improve the school-to-work transition	38. Develop and implement the National Technical Vocational Education and Training (TVET) Policy	<b>TBD</b>
		39. Strengthen research, evidence-based decisions, collaboration and partnership with relevant agencies to improve the relationship between	



		the national scholarship programmes and national development	
		40. Develop a Workforce Analysis Framework for Grenada	<b>TBD</b>
		41. Align the culture in schools and other educational institutions to the goal 'to promote the principle and practice of gender equality	<b>Nil</b>
	Enhance coordination for improved youth development programming	42. Incorporate new courses into the curricula that teach the fundamentals skills required for the world of work	<b>TBD</b>
		43. Strengthen institutional arrangements between education institutions and the Private Sector	<b>Nil</b>
		44. Identify, develop, and implement projects to enhance capacity of schools to fully implement more diversified curricula that include TVET and other priority areas such as ICT, foreign languages, visual and performing arts, sustainability practices and resilience building	<b>TBD</b>
		45. Establish a framework for national qualification	<b>TBD</b>
<b>Strategic Objective 2.4:</b> <i>Promote Youth Empowerment, Entrepreneur-ship Employment and Development</i>	Enhance coordination for improved youth development programming	46. Develop a national youth employment strategy and action plan to promote sustainable youth entrepreneurship	<b>TBD</b>
		47. Address fragmentation in the delivery of youth and skills development programmes through holistic and coordinated programming and partnerships	<b>TBD</b>
		48. Promote an integrated approach to youth program/project planning by incorporating structures to facilitate the differently abled	
		49. Provide training opportunities that are aligned to current market trends to address skill gaps and implement the necessary monitoring and evaluations framework to measure impact	

<p><b>Strategic Objective 2.5:</b>  <i>Promote Patriotism through the Preservation of Heritage and Culture</i></p>	<p>Preserve and promote the historical cultural heritage of our country</p>	50. Foster closer partnership with the private sector to increase accessibility to employment opportunities for youths	
		51. Legislation to protect and preserve heritage and cultural assets	Nil
		52. Mandate the teaching of civics and Grenada’s history, including the Grenada Revolution, at all levels of the education system, starting at the pre-primary level	Nil
		53. Introduce an official national wear	Nil
		54. Develop and implement the National Emblem Policy	TBD
		55. Addressing the operational needs of the National Museum to enable successful achievement of its mission.	TBD
		56. Develop and implement a modernised Museum operations that are responsive to the Grenadian Society by engaging relevant stakeholders and visitors	TBD
		57. Demonstrate the vital role the museum plays in the identity and cultural vitality of citizens	TBD
		58. Phase implementation of performing arts syllabus in selected schools	TBD
		59. Train persons in events and festivals management	TBD
		60. Operationalise the national heritage committee	TBD
		61. Train cultural leaders at the community level	TBD
		62. Operationalise the National Film Commission to attract and facilitate film producers	TBD
63. Increase research and documentation of Grenada’s heritage	TBD		

<b>Strategic Objective 2.6:</b> <i>Increase Awareness of the Quality of Service in the Tourism Sector</i>	Improve the quality of customer service culture in the Tourism industry	64. Develop and implement the Tourism Awareness and National Service Excellence Programme	TBD
		65. Increase training opportunities in the Tourism Sector	TBD
<b>NSDP Outcome # 3: A Resilient, Inclusive, Gender-Sensitive, and Peaceful Society</b>			
<b>Strategic Objective 3.1:</b> <i>Foster a Culture of Evidenced-based Decision-Making</i>	Strengthen institutions and data systems for resilience planning and decision making	66. Establish the semi-autonomous National Institute of Statistics	TBD
		67. Enact the Statistics Act and adopt the National Strategy for the Development of Statistics	Nil
<b>Strategic Objective 3.2:</b> <i>Enhance Citizen Safety and Security</i>	Strengthen the national security architecture and judicial administration	68. Strengthen community policing, establish/expand neighborhood watch programmes, implement youth-at risk programmes focusing on reducing deviant behaviours, and enhancing rehabilitation programmes at Her Majesty's Prisons to reduce repeat offenders of petty crimes	TBD
		69. Develop a National Security Strategy	TBD
		70. Develop a strategy to address the threats of Terrorism, Technological & Trans-National organize crime and natural hazards	TBD
		71. Develop and implement a programme to address youth violence and crime	TBD
		72. Develop and implement a strategy to deal with the potential of human trafficking and human smuggling	TBD
		73. Develop and implement strategies to address reduced criminal activity (Praedial Larceny, sexual & violent crimes & property crimes)	TBD
<b>Strategic Objective 3.3:</b> <i>Strengthen Social Protection Systems</i>	Improve the quality and delivery of social services for its (Citizens)	74. Implement a formal unemployment benefit programme to be administered by the NIS	TBD
		75. Formulate and implement a national climate-smart housing policy and strategy for Grenada, Carriacou and Petite Martinique	TBD
		76. Strengthen social protection measures and mechanisms with service standards, budgets,	TBD

		and clear targets that reflect equity, social inclusion standards and psychosocial support	
		77. Evaluate and strengthen existing child abuse prevention programmes and develop new community-based programmes	<b>TBD</b>
		78. Strengthen the legal and policy framework for juvenile justice	<b>TBD</b>
		79. Expand and improve support services to the elderly	<b>TBD</b>
		80. Develop and implement mentorship-companionship programmes that bring children and seniors together	<b>TBD</b>
		81. Strengthen institutional coordination amongst the various agencies that serve the needs of persons with disabilities	<b>TBD</b>
		82. Intensify/expand public education on the rights of persons with disabilities	<b>TBD</b>
		83. Implement the GEPAP and the normative framework for gender equality and the empowerment of women, as well as other Conventions like ILO C189 in a comprehensive manner	<b>TBD</b>
		84. Pass and enforce legislation against sexual harassment	<b>Nil</b>
		85. Take steps to advance and monitor the application of the principles of decent work in jobs in the Public and Private Sectors	<b>TBD</b>
		86. Amend legislation to introduce stiffer penalties for perpetrators, offenders, and upholders of child abuse	<b>Nil</b>
		87. Improve the system of offender accountability, including a sexual offenders' registry	<b>TBD</b>
		88. Strengthen legislation, mechanisms and support systems to address gender-based violence	<b>TBD</b>
		89. Implement the Victim and Survival Policy and training programme to address toxic masculinity	<b>TBD</b>

		90. Increase emphasis on the prevention of intimate partner violence and sexual abuse.	TBD
<b>Strategic Objective 3.5:</b> <i>Foster Dialogue and Action to Promote Partnerships and Collaboration among Faith-based Organisations</i>	Promote and support health, social and spiritual development of communities.	91. Strengthen the national faith-based networks on common issues affecting the dignity and rights of all.	TBD
		92. Secure the necessary resources through advocating integration by faith-based organisations	TBD
		93. Share and facilitate evidence-based knowledge and information among faith-based organisations	Nil
		94. Integrate faith-based organisatione networks in advocacy efforts in the areas of health, family and the economy	Nil
<b>NSDP GOAL 2: VIBRANT, DYNAMIC, COMPETITIVE ECONOMY WITH SUPPORTING CLIMATE-AND-DISASTER RESILIENT INFRASTRUCTURE</b>			
<b>NSDP Outcome # 4: Broad-based, Inclusive, and Sustainable Economic Growth and Transformation</b>			
<b>Strategic Objective 4.1:</b> <i>Boost the Economic, Social and Environmental Contribution of the Agriculture and Fisheries Sector</i>	Increase value added in agriculture and fisheries production	95. Develop an agro-processing policy and strategy for value added agriculture and fisheries products	TBD
		96. Increase investments in freezing and storage facilities	TBD
		97. Expand market access for agricultural and fish production	TBD
	Promote food and nutrition security	98. Incentivise the production of local food production to maximise its potential to lead to food and nutrition security	TBD
		99. Increase organic production to reduce the reliance on chemicals and pesticides and to support healthy eating	TBD
	Expand use of technology in the Agriculture and Fisheries sector	100. Implement a youth agri-preneurs programme that prioritises access to land, equipment, tools, financing (grants and low-interest loans), and training	TBD
	Increase investment in research & development	101. Prioritise research and development with a view to unleashing untapped potential of the cocoa	TBD

	Enhance resilience of the Agriculture and Fisheries sector to climate change	and nutmeg industries, as well as other crops such as soursop, cassava and moringa	
		102. Implement strategies to address depletion of various species of fish stock and their recovery.	TBD
		103. Modernise irrigation systems and practices	TBD
		104. Facilitate the widespread application of climate-smart practices throughout the agricultural and fisheries sector	TBD
		105. Develop a comprehensive sector specific insurance framework	TBD
		106. Facilitate and support the establishment of associations and cooperatives within the sectors	TBD
		107. Strengthen hazard mitigation for the fisheries and agricultural sector	TBD
<b>Strategic Objective 4.2: Increase the Economic, Social and Environmental Contribution of the Tourism Sector</b>	Promote the recovery and resilience of the tourism sector	108. Review and update the Tourism Master Plan to support recovery and ongoing sustainable investment in tourism	TBD
		109. Develop policies and alternative tourism products and experiences in eco-tourism, cultural heritage and community-based tourism.	\$280,000.00
		110. Expand domestic tourism activities to support SME development and employment generation	TBD
		111. Develop quality standards for the health and wellness industry	\$50,000, 00
		112. Implement the National Sustainable Tourism Development Plan	\$543,380.00
		113. Implement the OECS Regional Competitiveness Project	TBD
		114. Introduce new legislation that requires all tourism properties/businesses to reduce their carbon footprint through strategic climate adaptation and mitigation measures	\$135,000.00
		115. Expand the production of flowers, revive flower gardens, and create a new botanical garden	\$100,000.00

<b>Strategic Objective 4.3:</b> <i>Unleash the Potential of the Blue and Orange Economies</i>	Increase investment in the Orange and Blue Economies	116. Develop a technically and financially resourced implementation framework to support the execution of “Blue” projects and programmes	TBD
		117. Develop legislation to support the development of the Orange Economy. Develop Orange Economy Strategy and Action Plan	TBD
<b>Strategic Objective 4.4:</b> <i>Expand ICT and Digitisation to Meet the Demands of the 21st Century</i>	Improve the digital ecosystem of both Public and private sectors to enable citizens’ participation in the digital economy	118. Develop a comprehensive strategy with supporting legislation to guide our transition to a digital society and economy	TBD
		119. Expand training and build national capacity in digital literacy	TBD
		120. Design and install cloud-based and cyber-secure cross-cutting platforms (single sign-on digital identifier, e-payment, and Geo-spatial data)	TBD
		121. Design and implement a new Civil Registry System Implement a new Core Tax System	TBD
		122. Complete Government e-services Change Readiness Assessment	TBD
		123. Digitise and adopt cloud-storage of key government records	TBD
		124. Develop national level cybersecurity capability.	TBD
		125. Establish Cyber Incident Response Team to address Cyber Security and Cyber Crime	TBD
<b>NSDP Outcome # 5: A Competitive Business Environment</b>			
<b>Strategic Objective 5.1:</b> <i>Support for MSMEs’ Resilience and Expansion</i>	Improve the ecosystem for MSMEs’ growth, development and resilience	126. Implement an investment promotion campaign targeted at productive development and economic diversification	\$15,000.00
		127. Streamline core business processes to improve ease of doing business: <ul style="list-style-type: none"> <li>• Implementation of single window</li> <li>• Establishment and publication of Average Release Times for Border Agencies</li> <li>• Implementation of advance ruling by the Customs Department</li> </ul>	TBD

		128. Bolster financial support for start-ups and growth-oriented MSMEs	<b>\$48,000.00</b>
		129. Implementation of MSMEs Policy	
		130. Implement the Small Business Act	
		131. Conduct Roving "Entrepreneurship Mindset Caravan"	
		132. Develop training programmes aimed at enhancing the capacity of MSMEs to improve financial management	
		133. Develop the capacities of MSMEs through increased advocacy and awareness of the role cooperatives to enhance business viability	<b>TBD</b>
	Support for the manufacturing sector to increase Grenada's capacity to benefit from export trade	134. Implement the National Export Strategy <ul style="list-style-type: none"> <li>▪ Review the status of implementation of the National Export Strategy</li> <li>▪ Facilitate product/professional development in the Priority Sectors-Health and Wellness, agro processing, creative industry, professional services</li> <li>▪ Development of Services Policy to increase Grenada's export of services -Training of Agro processors/ manufacturers on quality standards required for the export markets</li> </ul>	<b>\$200,000.00</b>
		135. Implement the National Quality Policy to bolster the national quality infrastructure so that the country can participate successfully in international trade and to guarantee safe products for the health of its citizens	<b>\$400,000.00</b> 20% GOG 1% Private sector 79% donor
	Improve the business enabling environment for the Tourism sector	136. Commercialise Government-owned tourist sites	<b>\$5,000.00</b>
<b>NSDP Outcome # 6: Modern Climate-and-Disaster Resilient Infrastructure</b>			
<b>Strategic Objective 6.1: Upgrade Physical Infrastructure and Infrastructure Planning</b>	Improved sustainable and resilient infrastructure, public utilities and transport	137. Work on drainage systems and road maintenance targeted at the entire road network	<b>\$52,000,000.00</b>
		138. Improve the resilience of Government buildings and other infrastructure-based vulnerability assessment	<b>\$20,000,000.00</b>



		139. Design new resilient transport related infrastructure	TBD
		140. Develop a comprehensive transportation policy and action plan	TBD
		141. Construct/upgrade to SMART Bus shelters in keeping with the implementation plan	\$200,000.00
		142. Improve effectiveness in service delivery of transport infrastructure and provision of transport services	TBD
		143. Develop a sustainable public transport system: <ul style="list-style-type: none"> <li>● Conduct technical assessment of the public transport system</li> <li>● Mapping and analysis of the social vulnerability of the entire road network.</li> <li>● Develop a comprehensive Public Transportation Policy and Plan</li> <li>● Proposal for strengthening the legal and regulatory framework</li> <li>● Strategic Investment Plan to support implementation of recommendations</li> </ul>	\$825,000.00  \$150,000.00
		144. Enhance capacity for infrastructure and transport planning and infrastructure and transport development: <ul style="list-style-type: none"> <li>▪ Review and strengthen the Planning and Policy Management function of the Ministry</li> <li>▪ Prepare the Scope of Work for the development of a National Infrastructure Development Plan and secure funding for same</li> </ul>	\$150,000.00
		145. Enhance capacity for physical planning and physical development: <ul style="list-style-type: none"> <li>▪ Development of a Plan of Action for reforming the Physical Planning Unit, to include streamlining planning and construction approval processes</li> </ul>	TBD

		146. Strengthen strategic linkages, planning and implementation between the Ministry and its SoEs	TBD
		147. Provide technical support on the construction of a new climate-resilient airport in Carriacou	\$8,000.00
		148. Enhance institutional capacity for the delivery of capital, complex and multi-agency projects and programmes	TBD
<b>NSDP GOAL 3: ENVIRONMENTAL SUSTAINABILITY AND SECURITY</b>			
<b>NSDP Outcome # 7: Climate Resilience, Hazard Risk Reduction and Energy Efficiency</b>			
<b>Strategic Objective 7.1:</b> <i>Improve Climate Resilience, Energy Efficiency and Hazard Risk Management</i>	Mainstream Climate change adaptation and mitigation practices	149. Mainstream climate-smart agricultural, soil, and water conservation practices. Expand marine protected areas	TBD
		150. Rehabilitate wetlands and forest	TBD
	Strengthen Disaster and Hazard risk Management	151. Expand support to NaDMA in delivery and financing of climate-and non-climate-related disaster preparedness, response, and recovery activities	TBD
		152. Build capacity of disaster management professionals in analysing and managing the risk situations concerning the most vulnerable groups; build capacities and increase hazard risk awareness among the disaster professionals, service providers and citizens	TBD
		153. Enhance the resilience of the Ministry of Infrastructure Development/Infrastructure Sector to disasters	\$25,000.00
		154. Develop Business Continuity Plan for the Ministry of Infrastructure Development/Infrastructure Sector: <ul style="list-style-type: none"> <li>▪ Conduct business risk assessment and business impact analysis</li> <li>▪ Identify incidents and response strategy, resource allocation and communication strategy</li> </ul>	TBD

		<ul style="list-style-type: none"> <li>Develop a comprehensive Response Plan, Pilot, test and update</li> </ul>	
		<p>155. Minimise the adverse environmental effects of civil aviation activities:</p> <ul style="list-style-type: none"> <li>Coordinate ICAO Environmental Protection initiatives such as Emissions Reduction and Carbon-offsetting</li> <li>Identify and participate in training activities related to ICAO Environmental initiatives</li> <li>Implement a State Action Plan to reduce Co2 Emissions in International Civil Aviation</li> <li>Develop a State Action Plan to reduce Co2 emissions in International Civil Aviation</li> </ul>	<p><b>\$20,000.00 per annum</b></p> <p><b>\$10,000.00</b></p>
<b>NSDP Outcome # 8: Energy Security and Efficiency</b>			
	Improve energy efficiency and energy mix	156. Promote diversified climate resilient energy efficiency approaches and mechanisms	<b>TBD</b>
		157. Encourage the importation of electric and hybrid vehicles through economic instruments and policies	<b>Nil</b>
		158. Develop and offer training in renewable energy technologies and energy efficiency	<b>TBD</b>
		<p>159. Conduct Electric Vehicle Pilot Study:</p> <ul style="list-style-type: none"> <li>Procurement of vehicles by partnering organisations.</li> <li>Conduct driver-test drive protocol, operation and safety training</li> <li>Installation of three (3) 10kW connected solar panels and related infrastructure.</li> <li>Installation of three (3) fast charging stations</li> <li>Develop and implement Monitoring Mechanisms</li> <li>Prepare and Disseminate Quarterly and Final Reports on renewable energy electric vehicle techno-economic and environmental performance</li> </ul>	



NATIONAL  
SUSTAINABLE  
DEVELOPMENT  
PLAN 2020-2035  
*One. One. Stronger. Together.*

# VISION STATEMENT

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

