

PART TWO
STRATEGIC GOALS AND PLANS

CHAPTER 5: STRATEGIC GOALS, OBJECTIVES AND OUTCOMES

This Plan envisages the continued development and strengthening of national institutions and the necessary technical and administrative capacity to deal with threats, in order to capitalise on opportunities presented. The vision set for St. Vincent and the Grenadines, and the proposed development strategies for the country will, if carefully pursued, lead to balanced, comprehensive and sustainable development.

Five strategic goals are advanced to realise the vision that has been articulated. These goals, under the theme, *“Re-engineering Economic Growth: Improving the Quality of Life for all Vincentians”*, are shown below:

THE FIVE STRATEGIC GOALS



FIGURE 5.1: STRATEGIC GOALS 2013-2025

Having set these five strategic goals, successful implementation depends on the allocation of financial, human and other resources. In working towards the achievement of these strategic goals, this Plan establishes that a collaborative approach with the private sector, civil society organisations (CSOs) and the Government is imperative. In so doing, clear responsibilities will be assigned to Ministries and Departments. Private sector and civil society institutions will be encouraged to conjoin the public sector in realising this national objective. Mechanisms will be devised to execute and to track progress against set targets.

In addition to this inclusive approach to the success of this Plan, an underlying assumption is that the OECS integration process will continue to be a vital component of St. Vincent and the Grenadines development agenda.

The remainder of this chapter presents the objectives, strategies and targets that will be pursued over the next thirteen (13) years to achieve each broad goal and consequently to realise the national vision. Each goal advanced is introduced by an overall position statement. This is followed by a presentation of the objectives, the strategic interventions or actions required and the expected outcomes of that particular goal.

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5.1 GOAL ONE: RE-ENGINEERING ECONOMIC GROWTH

Globalisation, economic liberalisation and the recent global financial and economic crises pose particular challenges to developing countries, including St. Vincent and the Grenadines. The more immediate effects are evident in the reduction of aid flows, the erosion of preferential access to traditional markets, the slowdown of Foreign Direct Investments FDIs, the drop in remittances, and the decline in tourist arrivals.

In addition, political, administrative and cultural constraints delay development in St. Vincent and the Grenadines. The Country has also had to cope with the ravages of disasters, both man-made and natural. As this Plan enters its finalisation process, the recent rise in oil prices and hikes in commodity prices especially for staple foods, have potential to further test the resilience of the economy.

In St. Vincent and the Grenadines, these impacts have been manifested in fluctuating growth rates over the five year period 2006 to 2010, ranging between a high of 6.0 percent and a low of -2.3 percent.



Photo 5.1: Construction Site - Argyle International Airport

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It is against this backdrop that this Development Plan advances a programme for re-engineering economic growth and fostering development by increasing productivity in agriculture, fisheries, tourism and related services. Developments in agriculture, fisheries and tourism will be augmented by human and social development particularly in health, education, improvements in the physical infrastructure, environmental preservation and the building of national

pride, identity and culture. These would facilitate the Plan's overarching vision of *"re-engineering economic growth: improving the quality of life for all Vincentians"*.

OBJECTIVES

Eleven broad objectives are identified in this Plan to re-engineer economic growth as outlined below:

STRATEGIC OBJECTIVES:

Goal One: Re-engineering Economic Growth



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OBJECTIVE 1.1: TO MAINTAIN STRONG MACROECONOMIC FUNDAMENTALS

The Government's macroeconomic framework will be designed to maintain long-term economic stability. Volatility in output, employment and inflation add to uncertainty for firms, consumers and the public sector, and reduce the economy's long-term growth potential.

In an increasingly integrated global economy, financial and economic instability in one region or country can easily lead to contagion, and as is the case of St. Vincent and the Grenadines, reduced growth. Flexible markets play an important role in dealing with these shocks, allowing the economy to adjust quickly and efficiently, with minimum impact on output and employment. A macroeconomic framework designed to maintain long-term stability is also critical in allowing the economy to adjust smoothly to global shocks.

While macroeconomic stability strongly influences the long-term growth performance of the economy, it should be seen in a broad context, since such stability entails more than just preserving price stability and sustainable fiscal balances. It is also about avoiding large fluctuations in economic activity. The recent financial crises underscore the importance of maintaining well-regulated domestic and regional financial systems.

Strategic Interventions 1.1

- Continue the implementation of sound fiscal and financial policies.
- Further strengthen tax administration.
- Reduce the debt to GDP ratio within acceptable prudential limits.
- Develop niche markets for new and existing exports.
- Maintain a stable currency within the Eastern Caribbean Currency Union (ECCU) and ensure efficacious regulation of the banking system.
- Reduce and maintain stable inflation rate.
- Increase employment opportunities.
- Strengthen linkages between productive sectors.
- Strengthen investment regime.
- Regulate all non-banking financial institutions.

Outcomes 1.1

- Increased national wealth.
- Investment base of the productive sectors is increased.
- Economic activity is increased as a result of a more equitable distribution of income and wealth in St. Vincent and the Grenadines.
- Jobs created.
- Poverty reduced, consistent with MDGs.
- Increased annual rates of returns from productive sectors.
- Debt to GDP ratio not exceeding 60 percent.
- The attainment of near to full employment.
- Average real economic growth in excess of 6.0 percent, annually.
- Minimum Central Government savings of 3.0 percent of GDP.
- Average annual inflation rate not exceeding 3 percent.
- An external current account deficit not exceeding 2.5 percent of GDP.
- Current revenue to GDP ratio of 30 percent.

OBJECTIVE 1.2: TO REVITALISE THE AGRICULTURAL AND FISHERIES SECTOR

St. Vincent and the Grenadines' economy remains significantly agrarian in nature in spite of the growth of the service sectors and the declining contribution of the banana industry. The agricultural lands and human capability are among the major resources available to boost economic growth. Agriculture is vital to achieve national food and nutrition security and hunger and poverty reduction, as enshrined in the first Millennium Development Goal. It is also critical in its potential for job creation.

During the Plan period, the strategic focus for agriculture will be to boost the sector's competitiveness and promote economic diversification. The small size of St. Vincent and the Grenadines, coupled with its mountainous terrain, restrict large-scale agricultural practices. Consequently, agriculture is practised on small holdings. Notwithstanding significant threats

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faced by small-scale farming, this Plan proposes that with the appropriate investment in modern technology and agricultural research, the agricultural sector can rebound.

In revitalising the agricultural sector, linkages with tourism and other sectors will be forged, thereby maximising its economic growth potential.

Strategic Interventions 1.2

- Stimulate private sector investment in the agricultural sector and encourage public-private partnership.
- Modernise, increase productivity, efficiency and competitiveness in the agricultural sector.
- Increase export market access for diversified agricultural produce.
- Improve the legislative and institutional framework to foster commercialisation of the agricultural sector.
- Encourage the facilitation of agricultural credit.
- Create an effective policy formulation mechanism and improve the policy framework for agricultural development.
- Promote the sustainable use of land, forestry and marine resources.
- Further develop the fisheries sector.
- Facilitate the commercialisation of the livestock sector.
- Expand agro-processing.
- Increase youth involvement in agriculture, especially through agricultural training and access to land.

Outcomes 1.2

- Increased yields and earnings.
- Improved food security.
- Increased market access for agricultural produce.
- Sustainable use of land, forestry and marine resources.
- Increased contribution of agriculture to the domestic economy.

OBJECTIVE 1.3: TO STIMULATE GROWTH IN THE TOURISM SECTOR

Declining economic activities in major source markets, rising cost of fuel, limited and often expensive air travel have negatively affected earnings from the tourism industry. Although St. Vincent and the Grenadines possesses certain advantages based on its exotic allure, specific actions are necessary for the success of the tourism industry while ensuring sustainability. The Plan outlines the following strategic interventions:

Strategic Interventions 1.3

- Increase the awareness of the value of the tourism industry in St. Vincent and the Grenadines.
- Fashion a comprehensive marketing strategy that capitalises on the diverse characteristics of the multi-island State.
- Strengthen sectoral linkages with tourism and other sectors of the economy.
- Increase capacity for tourism and the quality of tourism plant.
- Develop a more authentic tourism product that protects the environment and utilises as far as possible local inputs.
- Facilitate the development of quality small hotels and ancillary facilities by local entrepreneurs.
- Encourage viable FDIs in the tourism sector.
- Improve skills base.

Outcomes 1.3

- A flexible, reliable and responsive tourism industry.
- Increased awareness of the Vincentian cultural heritage.
- Increased tourism earnings.
- Increased employment opportunities for citizens.
- A competitive and viable tourism sector.

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OBJECTIVE 1.4: TO DEVELOP THE FINANCIAL SECTOR

Financial services are fundamental to economic growth and development. Banking, savings and investment, insurance, and debt and equity financing help private citizens save money, provide a buffer against financial shocks, and build credit. A properly functioning financial services sector also facilitates the start-up of new businesses, and promotes increased efficiency of existing businesses, thereby providing opportunities for them to compete in local and international markets. These services reduce vulnerability and enable better management of assets.

Strategic Interventions 1.4

- Develop and modernise the non-banking financial sector in the context of financial market efficiency.
- Expand the financial sector in keeping with international standards.
- Review legislative and institutional framework to facilitate further development of the international financial services sector.
- Expand the range of financial assets in which Vincentians at home and abroad can invest.
- Enhance the 'doing business' strategy for St. Vincent and the Grenadines.
- Actively encourage the amalgamation and strengthening of indigenous commercial banks.
- Encourage the growth of capital markets.
- Develop a financial literacy strategy.
- Develop new opportunities for SMEs to access credit.

Outcomes 1.4

- Tax revenues and foreign exchange inflows are increased.
- Increased ratio of domestic savings to GDP and investment.
- Substantial growth in the non-bank financial sector.
- A modern financial and capital market.
- Improvement in the range of financial services.
- Increased entrepreneurship.
- Boost employment opportunities.

OBJECTIVE 1.5: TO ENHANCE THE ROLE OF THE PRIVATE SECTOR AND MANUFACTURING IN



Photo 5.2: Local Enterprise

In St. Vincent and the Grenadines the private sector is characterised by a predominance of small and micro enterprises. Building on this reality, this Plan advances several strategic interventions aimed specifically at the development of small and medium-sized enterprises. Private sector development in St. Vincent and the Grenadines is constrained by inadequate technical capacity and 'know-how', institutional capacity of private sector associations, access to capital and timely and reliable business information.

Strategic Interventions: 1.5

- Implement the existing comprehensive policy framework to influence the private sector into more productive activities.
- Strengthen the institutional and regulatory capacity of public sector entities for promoting private sector development.
- Strengthen public and private sector partnerships.
- Promote innovation and productivity at all levels within the private sector.

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- Facilitate increased private sector representation in regional, hemispheric and global negotiations.
- Increase the use of ICT in private sector development.
- Promote improved access to affordable financing.

Outcomes 1.5

- A significant increase in the contribution of the private sector to the country's economic and social development.
- A vibrant private sector.
- Increased efficiency and competitiveness in the productive sectors of the economy.
- Enhanced quality of goods manufactured in St. Vincent and the Grenadines for both domestic use and export.

OBJECTIVE 1.6: TO ATTAIN A STRONG AND SUSTAINABLE EXTERNAL TRADE POSITION

Trade plays a significant role in St. Vincent and the Grenadines' economy. The country is fiscally dependent on international trade transactions for revenue. Earnings from exports are also vital for foreign exchange.

Against this background, export growth, particularly in the services sectors is key to its development prospects. The balance of payments data at Appendix VIII indicate that export volumes and revenue have slowed in recent years due, in part, to the erosion of preferences and increased competition from foreign suppliers. The strategic interventions and actions advanced in this Development Plan are focused on stimulating the growth of exports.

Strategic Interventions 1.6

- Develop and implement an export strategy in collaboration with regional and international trading agreements.
- Target niche markets for new and existing agricultural produce and manufacturing goods.
- Modernise and expand agricultural production

for export.

- Further develop the services sector.
- Promote the development and export of new types of services, in particular professional, cultural, sports, educational, health and other services.
- Promote the awareness and possibilities available for export under the Economic Partnership Agreement (EPA).
- Provide appropriate incentives to stimulate export development.
- Enhance the range and quality of goods manufactured in St. Vincent and the Grenadines for both domestic consumption and export.
- Improve institutional capacity in investment promotions.
- Safeguard intellectual property as far as possible.
- Establish a research-driven Market Institute to inform our export production thrust.

Outcomes 1.6

- Export strategy finalised and implemented by 2015.
- A significant increase in the penetration of new markets.
- Increased volume of exports.
- Increased foreign exchange earnings.
- An operational market intelligence system.
- Improve the level of agriculture contribution to trade.

OBJECTIVE 1.7: TO DEVELOP THE INFORMATION AND TELECOMMUNICATIONS SERVICES SECTOR

Advances in Information and Communication Technology (ICT) continue to transform business and society. Every aspect of human activity has been affected by the changes introduced through ICT. From this revolution has emerged the information economy – in which information is a critical resource and the basis for competition. The information economy creates both the challenge and the means for successful adjustment.

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Photo 5.3: Centre of Excellence Learning Institute

ICT also creates new possibilities for tackling problems of poverty, inequality, and environmental degradation. Successfully implementing technological changes will enhance the potential to achieve unprecedented gains in economic and social development. In keeping with this outlook, this Development Plan outlines strategic interventions which promote widespread growth in the ICT Sector in St. Vincent and the Grenadines. These interventions provide the impetus for the establishment of a “Knowledge-Based Society” for all citizens. To be successful, citizens should have access to the full range of information and communications technologies and capabilities, with the opportunity to apply them in their daily lives, including access to free on-line educational programmes, thus affording them the opportunity for life-long learning.¹⁰ As the global and regional economies continue to incorporate information as a fundamental resource, St. Vincent and the Grenadines’ economy must also adopt such knowledge-based features.

Strategic Interventions 1.7

- Formulate and implement a clearly focused national policy for information and communication technology interventions.
- Strengthen the regulatory framework of the information and telecommunications services sector.

¹⁰ With institutions like Harvard and MIT placing most of their tertiary programmes online and accessible to the world, citizens of St. Vincent and the Grenadines can avail themselves of opportunities to advance their education, whether or not to secure certificates for their efforts. See <http://mitx.mit.edu/>

- Explore opportunities offered by developments in information technology.
- Enhance inflows of technology into the economy through the use of knowledge parks and centres of excellence.
- Encourage and support the provision of requisite human resource development by both private and public sectors, and through opportunities for life-long learning provided by distance education.
- Continue to liberalise the telecommunications sector.
- Establish a comprehensive e-government system.

Outcomes 1.7

- Highly computer literate Vincentians.
- At least one computer in each household.
- Most adults engaged in adult education.
- An increase in the range of business enterprises utilising modern information and communication technology.
- Improved availability and dissemination of accurate and timely public data.
- Economic maturation of ICT by 2025.
- Improved incubators for ICT research and innovations.

OBJECTIVE 1.8: TO ENHANCE PRODUCTIVITY AND COMPETITIVENESS



Increasing the rate of economic growth implies an expansion in the quantity and quality of the goods and services produced by domestic economic agents. Unfortunately, entrenched in the social and cultural norms of the country, are many practices and attitudes that impede maximum efficiency and productivity in a commercial production setting. These practices and attitudes have persisted for many years and today pose

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a threat to economic advancement.

The potential benefits of the available development opportunities and the current capacity for undertaking these developments depend significantly on an improved work ethic and output.

Strategic Interventions 1.8

- Promote best practices and increase training opportunities to enhance productivity. Ensure that resources are channelled into the most productive activities.
- Reduce the costs of doing business in St. Vincent and the Grenadines by, *inter alia*:
 - improving energy efficiency;
 - increasing productivity;
 - enhancing efficiency in public delivery of doing business;
 - implementing a judicious mix of fiscal and monetary policies.
- Encourage more research and development.
- Facilitate the application of technology, the growth of e-commerce and the development of an appropriate regulatory environment.
- Expand social protection programmes for workers.

Outcomes 1.8

- A significant increase in the number of new enterprises established and licensed.
- A substantial increase in St. Vincent and the Grenadines' international price and quality competitiveness.
- A productivity institute established by 2015.
- Improved organisational performance.
- An improved labour environment that facilitates increased productivity and satisfaction.

OBJECTIVE 1.9: TO MAXIMISE BENEFITS THROUGH INTEGRATION INTO THE OECS ECONOMIC UNION, CSME AND GLOBAL ECONOMY

For CARICOM countries, regional integration has been identified as pivotal in responding to exogenous shocks, the effects of which are amplified on small and vulnerable island States. It is also a means to bolster bargaining power in trade negotiation. The CSME

continues to be the main platform for addressing the challenges of globalisation by creating the framework for increased competitiveness of goods and services.

The ability of the factors of production – goods, services, capital and people – to move freely across member States of the Caribbean Community, provides opportunities for investments and profits. By removing barriers to trade in goods and services and opening up new opportunities for CARICOM nationals, the CARICOM Single Market and Economy (CSME) will stimulate growth and add to the potential for international competitiveness of the CARICOM member States. This is necessary since the present global economic climate and new trading regimes demand that Caribbean countries, especially small island economies such as St. Vincent and the Grenadines, become more competitive in all their activities. The CSME and the OECS Economic Union will thus facilitate greater integration of St. Vincent and the Grenadines and other Caribbean economies into the global economy.

Strategic Interventions 1.9

- Maximise opportunities for the trade of goods and services within the OECS, CSME, the Americas, Europe and other regions.
- Continue to implement OECS and CSME provisions with the objective of creating a common market across the Caribbean.
- Encourage Vincentian businesses to establish strategic alliances to capitalise on market opportunities regionally and internationally.
- Clearly define and advance strong positions in support of the CSME in such negotiations as the FTAA, the ACP-EU, and the WTO.
- Encourage and support family-owned businesses to divest and enlist in the Regional Securities Markets.

Outcomes 1.9

- Improved capacity of St. Vincent and the Grenadines' firms to compete.
- Global networks and strategic alliances established.
- Increased movement of skilled labour.

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OBJECTIVE 1.10: TO BOOST ECONOMIC ACTIVITY IN THE CONSTRUCTION SECTOR

Construction is a major contributor to economic growth in St. Vincent and the Grenadines, and also a significant source of employment, with approximately 15 percent of the employed engaged in this sector. The sector generates considerable local value-added through the provision of local building materials and labour. This Plan proposes to boost activities in the construction sector through several strategic interventions.

Strategic Interventions 1.10

- Improve the physical infrastructure including roads, bridges and government buildings.
- Enhance training programmes for certification of skilled artisans.
- Strengthen cooperation with the private sector to encourage an apprentice system.
- Enhance the enabling environment for investment in the construction sector.

Outcomes 1.10

- Increased investment in construction.
- Increased employment for all Vincentians.
- Increased growth.
- Increased number of skilled artisans.

OBJECTIVE 1.11: TO OPTIMISE THE ECONOMIC CONTRIBUTION MADE BY OCEAN RESOURCES

The oceans deliver a broad range of services to the people of St. Vincent and the Grenadines, many of which have particular economic and social value. Of these, tourism, shipping and fishing play a dominant role in the economy. The area of marine waters under the jurisdiction of St. Vincent and the Grenadines is estimated to be 10,600 square nautical miles, over 70 times the area of land. The ocean therefore represents a significant opportunity for future sustainable economic growth. The full potential of oceans is not being realised. Barriers to realising greater opportunities and benefits need to be addressed so that the ocean can play a fuller, more central role in economic development.

Proper management and utilisation of St. Vincent and the Grenadines' oceans and coasts will contribute to the sustainable, 'Green' economy which is envisaged in this Plan. The establishment of an integrated ocean governance framework can address this need and responds to all five strategic goals outlined in this Plan.

Strategic Interventions 1.11

- Establish and implement a comprehensive integrated ocean governance policy.
- Strengthen the existing legal and institutional frameworks to encourage integrated approaches to marine management and to reduce environmental degradation.
- Identify economic priorities for future development of marine sectors/resources in St. Vincent and the Grenadines.
- Develop and employ methodologies for the economic assessment and accounting of marine resources.
- Increase public awareness with regard to ocean governance issues.

Outcomes 1.11

- Increased coordination of marine management among agencies.
- Enhanced economic contribution of existing marine-based activities.
- Increased trade and economic activity.

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5.2 GOAL TWO: ENABLING INCREASED HUMAN AND SOCIAL DEVELOPMENT

The attainment of a high level of human and social development fosters the climate necessary for promoting economic growth. As such, this Plan views human well-being as one of the principal goals of development and thus focuses on meeting the basic needs of citizens through improved living conditions and modern health and educational services. This involves the development of a skilled, enterprising and adaptable workforce through poverty reduction, improved access to quality education and training, including post-school access, improved health and housing, community development, youth empowerment and recreation and protection of vulnerable groups:

- **Poverty Reduction:** The 2007/2008 St. Vincent and the Grenadines Country Poverty Report indicates that there has been a drastic reduction in the level of abject poverty. Notwithstanding this, poverty in general remains high and its reduction is critical. This Plan accords high priority to poverty reduction and advances a comprehensive range of programmes to improve the plight of poor and vulnerable groups.
- **Education and Training:** St. Vincent and the Grenadines recognises that its most valuable resource is its people, and significant resources have been allocated for education and training. The proposals in this Plan build on the achievements already made and identify additional investments needed for human capital formation.
- **Health:** Access to good quality and affordable health care is considered fundamental, and this Plan proposes measures to ensure continued provision of these services. Focus is therefore placed on lifting the general health status of the population, and increasing life expectancy through the implementation of a wide range of programmes and the enhancement of existing programmes such as the “Wellness Revolution”.
- **Housing:** An improvement in living conditions is central to human development. Accordingly, emphasis will be placed on providing access to quality housing as a component of poverty reduction programmes.
- **Community Development:** At the community level, networks within and between various groups are vital to facilitate deeper interaction. Communities are complementary to the national development process and allow citizens to pool efforts and resources and reap the benefit of synergies.
- **Youth Empowerment:** Based on the 2001 Population and Housing Census, young people (under the age of 30) account for 58.5 percent of the population in St. Vincent and the Grenadines. With such a significant composition of the population, it is essential that youth development issues remain at centre stage. First, specific attention must be paid to the challenges facing Vincentian youth including unemployment, incidence of HIV/AIDS, drug and alcohol use, sexual and physical abuse, crime and general risk-taking behaviours that negatively affect our social and economic stability. Second, strategic and targeted programmes are recommended to provide the youth with the right tools for development.

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- Protection and Inclusion of Vulnerable Groups:**
 This Plan acknowledges that social development cannot be fully realised without the protection of the vulnerable groups in society. It is imperative that provision is made to protect the rights and meet the needs of special populations such as infants, the differently-abled, mentally ill, the elderly and other high-risk groups. Further, programmes should

facilitate the inclusion of these and other marginalised groups as they too, represent a productive capacity of the population.

OBJECTIVES

Eight broad objectives are identified in this Plan in respect of increasing human and social development, as outlined below.

STRATEGIC OBJECTIVES

Goal Two: Enabling Increased Human and Social Development



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OBJECTIVE 2.1: TO REDUCE POVERTY

Poverty is a multi-dimensional, complex phenomenon that needs to be addressed for the attainment of social and economic development. Evidence suggests that high levels of poverty impede economic growth. St. Vincent and the Grenadines has made significant strides in its poverty reduction initiatives and as a consequence, the incidence of poverty in 2007/08 was reported as 30.2 percent. This Plan advances proposals to address poverty reduction at all levels.

Strategic Interventions 2.1

- Formulate a National Poverty Reduction Strategy.
- Foster greater collaboration among public policy makers, civil society, private sector and academics to develop appropriate solutions to poverty.
- Create the enabling environment for greater job opportunities and for persons to become more self-sufficient.
- Strengthen social protection networks.
- Enhance rural development.

Outcome 2.1

- Improved standard of living and quality of life of the poor.
- Reduction in the levels of poverty.
- Reduction in inequality.

OBJECTIVE 2.2: TO CREATE JOBS AND REDUCE THE LEVELS OF UNEMPLOYMENT

The Plan is predicated on the realisation that there can be no progress in St. Vincent and the Grenadines without jobs. Specific steps are proposed which, if implemented, will create investments leading to job growth and to a reduction in the levels of unemployment.

Strategic Interventions 2.2

- Facilitate private sector development.
- Increase efficiency in the implementation of the

Public Sector Investment Programme.

- Focus on skills training, particularly among the youth.
- Enhance the image of agriculture in the population.
- Encourage innovation and entrepreneurship, including ICT.
- Encourage “green growth”.

Outcome 2.2

- Reduction of levels of unemployment, particularly among young people.
- Higher rates of implementation of capital programmes.
- Increased market-specific skill sets among the working population.
- Re-creation of an agrarian culture and increased land usage for food production.
- Greater levels of innovation and creativity.
- Increased employment in “green economy” jobs.

OBJECTIVE 2.3: TO DEVELOP AN ADAPTABLE, FUNCTIONAL AND LITERATE POPULATION

Through education, a society is better able to contribute and benefit from scientific advancements. An adequately trained population is essential to allow St. Vincent and the Grenadines to achieve the necessary levels of poverty reduction, growth and development. Moreover, evidence suggests that higher levels of education impact positively on income levels, leading to improved standard of living.

Strategic Interventions 2.3

- Improve organisational structure for management and delivery of education.
- Ensure that the curricula are specifically tailored to meet the needs of the society.
- Encourage greater participation in Science, Technology, Engineering and Mathematics (STEM).
- Improve the quality of primary and secondary education.

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- Enhance the capability of post-secondary institutions.
- Improve the level of participation and achievement of males in the school system.
- Strengthen the management and delivery of adult and continuing education and access to post-school opportunities for life-long education.

Outcomes 2.3

- Adaptable curricula consistent with development needs.
- Improved academic performance at all levels of the education system.
- Improved skills set in St. Vincent and the Grenadines.
- Increased use of ICT in the delivery of the curricula.
- Improved participation and achievement of males at all levels of the education system.
- Increased worker productivity.

OBJECTIVE 2.4: TO PROMOTE SELF-CARE INTERVENTIONS AND HEALTHY LIFESTYLE PRACTICES

Health is a key determinant of sustainable development as identified through the internationally agreed Millennium Development Goals (MDGs). St. Vincent and the Grenadines has a relatively good primary health care programme. Some of the more pressing challenges facing the health sector in St. Vincent and the Grenadines are: fiscal constraints; changing family structures; ageing population; high rates of unemployment; an upsurge in chronic non-communicable diseases; relatively high levels of communicable diseases; and an increase in levels of substance abuse.

The launch of the “Wellness Revolution” in 2008 as part of efforts to promote a holistic approach to health and well-being has heightened interest in this regard. Since then, improvements have been made to further emphasise the importance of exercise, sports, and recreational activities in the promotion of healthier lifestyle choices.



Photo 5.4: “Making Holistic Wellness Contagious”

To address the aforementioned challenges, this Plan proposes measures to improve access to and affordability of primary, secondary and tertiary health-care services.

Strategic Interventions 2.4

- Expand secondary and tertiary health care services to include new treatment modalities.
- Strengthen primary health care programmes and services.
- Institutionalise sustainable health care financing modality.
- Modernise the administrative, policy and legislative framework within the health sector.
- Strengthen programmes for the prevention and control of both communicable and non-communicable diseases.
- Strengthen health and relevant multi-sectoral systems to provide appropriate, comprehensive, integrated HIV prevention, treatment, care and support programmes.
- Strengthen the mental health services.
- Foster the environment for an active, physically and mentally fit nation.

Outcomes 2.4

- Increased health and productivity of the working segment of the population.
- Increased life expectancy.
- Reduced infant mortality rate.
- Improved quality of geriatric services.
- Improved quality of mental health services.

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- Reduced incidence of chronic non-communicable and communicable diseases.
- Reduced incidence of HIV and the mortality rate of PLWHA.
- Increased wellness and physical fitness of the nation.

OBJECTIVE 2.5: TO FACILITATE SOCIAL, CULTURAL AND ECONOMIC DEVELOPMENT AT THE COMMUNITY LEVEL

At the community level, the quality of life of Vincentians is influenced by the interplay of social, cultural, political and economic factors. The Plan proposes comprehensive programmes to facilitate sustainable development at the community level, with special regard to the poorest communities.

Strategic Interventions 2.5

- Encourage and support community-based and private sector initiatives.
- Improve physical and social infrastructure at the community level.
- Promote good governance in civil society organisations.
- Facilitate community participation in national development.

Outcomes 2.5

- More resilient communities.
- Comprehensively developed, balanced and integrated communities.
- Enhanced community participation in national development.

OBJECTIVE 2.6: TO EMPOWER THE YOUTH TO PARTICIPATE MEANINGFULLY IN AND CONTRIBUTE TO NATIONAL DEVELOPMENT

A high level of youth participation and contribution is integral to the future development of St. Vincent and the Grenadines. This Plan recognises the youth as future leaders of the society and thus makes provisions

for their deepened creative expression, as well as their involvement and contribution to the economic development of St. Vincent and the Grenadines.

Strategic Interventions 2.6

- Build the entrepreneurial capacity of the youth.
- Increase youth involvement in agriculture.
- Enhance avenues for development including, *inter alia*; arts, culture and sports.
- Develop and implement programmes to re-integrate at-risk youth into society.
- Use media and social marketing to engender positive values in the youth.
- Enhance the ability of the youth to compete within CSME and the global environment.
- Strengthen partnership with the private and public sectors to facilitate mentorship and internship programmes.
- Modernise the legal, judicial and security systems for the protection of the youth.

Outcomes 2.6

- Increased youth employment.
- Increased youth entrepreneurship.
- Increased youth contribution to growth.
- Increased youth involvement in community development.
- Increased marketability of youth.

OBJECTIVE 2.7: TO IMPROVE THE HOUSING AND LIVING CONDITIONS OF THE POPULATION

This Plan acknowledges that access to adequate shelter is a basic right for all, and accordingly recommends measures for every citizen to have access to safe and affordable housing. The recommendations include further collaboration between the State, the private sector and other agencies to attain this objective. They also include proposals to enforce existing building codes and regularisation of informal human settlements, in the context of heightened environmental risks faced by the society.

CHAPTER 5: STRATEGIC GOALS, OBJECTIVES AND OUTCOMES



Photo 5.5: Low Income Housing Project, Peter’s Hope

Strategic Interventions 2.7

- Implement the National Physical Development Plan.
- Regularise existing squatter settlements.
- Implement legislative and other measures to prevent further squatter settlements.
- Strengthen land titling policy.
- Increase access to housing.
- Strengthen the legislative framework governing housing.

Outcomes 2.7

- Increased home ownership in St. Vincent and the Grenadines.
- Decreased homelessness and sub-standard living conditions.
- Reduced number of squatter settlements.
- Homes which are more resilient to hurricanes and other natural disasters.

OBJECTIVE 2.8: TO FACILITATE THE PROTECTION AND INCLUSION OF VULNERABLE AND MARGINALISED GROUPS

Another important aspect of enabling human and social development is creating specific mechanisms to support and protect vulnerable groups in society. In St. Vincent and the Grenadines there has been a steady increase in the proportion of the population aged 65 and over, mainly due to a decline in birth rates, increased life expectancy as well as the return of retired nationals from abroad. The Plan pays attention to this group as well as other vulnerable populations such as the geographically

remote, infants and children, and the mentally and physically challenged. The following are the strategic interventions advanced to support these groups.

Strategic Interventions 2.8

- Strengthen and implement specifically targeted safety net programmes.
- Reform social security.
- Modernise legislation to protect special populations from discrimination.
- Improve governance of social investment programmes.
- Encourage greater participation and inclusion of historically marginalised groups in the development process.
- Review, upgrade and implement policies to improve the welfare of the elderly and the differently-abled.

Outcomes 2.8

- Equal rights and opportunities in place for vulnerable groups.
- Social security benefits and coverage increased for the elderly and underprivileged.
- Increased participation of marginalised groups in national development.



Photo 5.6: Consulting with Community

CHAPTER 5: STRATEGIC GOALS, OBJECTIVES AND OUTCOMES

5.3 GOAL THREE: PROMOTING GOOD GOVERNANCE AND INCREASING THE EFFECTIVENESS OF PUBLIC ADMINISTRATION



Photo 5.7: Prime Minister, St. Vincent and the Grenadines, Addressing United Nations

Governance concerns the ability of the State to serve its citizens. It refers to the rules, processes, and behaviour by which interests are articulated, resources are managed, and power is exercised in society. Goal Three advances support for the practice of good governance as an essential prerequisite for growth, as it facilitates the adoption of sound development policies. The Plan promotes public sector reform, the strengthening of civil society, and greater public confidence in the judicial and legal system.

National Security: This Plan acknowledges the importance of safety and security for orderly and peaceful development. To achieve this, an integrated national security plan will be developed.

Judicial System: The Plan seeks to ensure that there is confidence and trust in the judicial system of St. Vincent and the Grenadines. Citizens should have equal access to justice regardless of ethnicity, religious persuasion, political affiliation, cultural, social or economic standing.

Civil Society: The Plan encourages the growth and development of CSOs as a critical element in the process of governance.

Diplomacy: This aspect of governance allows the State to further its national interest by engaging in discussions and alliances with other countries. Although the constraints to achieving these objectives may be many and varied, it is imperative that the State maintain physical representation in key capitals around the world.

CHAPTER 5: STRATEGIC GOALS, OBJECTIVES AND OUTCOMES

OBJECTIVES

Five broad objectives are identified in this Plan in respect of governance and public administration.

STRATEGIC OBJECTIVES

Goal Three: Promoting Good Governance and Increasing the Effectiveness of Public Administration



OBJECTIVE 3.1: TO ENHANCE PARTICIPATORY DEMOCRACY, ACCOUNTABILITY, TRANSPARENCY, EFFECTIVENESS AND EFFICIENCY IN THE PROVISION OF PUBLIC GOODS AND SERVICES

For any democracy to function properly, public administration should be conducted in a transparent and accountable manner. The strategic interventions proposed in this Plan are geared towards achieving this objective. In particular, the legal framework would examine the levels of “fiscal responsibility”, and the compliance with the Finance Administration Act. Enhanced transparency and accountability also includes the functioning of the Public Accounts Committee (PAC).

Strategic Interventions 3.1

- Improve the legislative framework governing public administration.
- Strengthen the procurement legislation.
- Strengthen the institutional capacity for monitoring and evaluation.
- Encourage the public’s participation in assessing the transparency, quality and reliability of services provided.
- Modernise the public relations communication system.
- Improve private and public sector partnerships.
- Increase the use of ICT and e-government in the delivery of services.

CHAPTER 5: STRATEGIC GOALS, OBJECTIVES AND OUTCOMES

Outcomes 3.1

- Timely publication and dissemination of statistical and other public data.
- Increased confidence in the functions and undertakings of government.
- A highly productive and innovative public sector.
- Improved operational standards and procedures within the Public Service, including revised procurement legislation.

OBJECTIVE 3.2: TO DEVELOP AND MAINTAIN A PEACEFUL, SAFE AND SECURE ENVIRONMENT

The delivery of security services is one of the crucial functions of an effective State. The Plan acknowledges that national security is at the core of social stability and that an effective and well-managed security sector protects citizens and visitors alike. Additionally, it supports democracy and human rights, encourages national and international investment, and provides an enabling environment for sustainable social and economic development.

Strategic Interventions 3.2

- Enhance institutional capacity in modern detection techniques and crime-solving.

- Broaden legislative framework to address new forms of crime.
- Improve security of national borders.
- Enhance rehabilitation programmes within penal reform institutions.
- Improve the policy framework for the governance of the security sector.
- Strengthen the institutional capacity for the delivery of security services.

Outcomes 3.2

- Enhanced border security.
- Reduction in criminal activities.
- Improved relations between civilian population and security services.
- Improved security services to the population.

OBJECTIVE 3.3: TO LIFT THE QUALITY OF THE JUDICIAL AND LEGAL SYSTEM AND TO ENHANCE PUBLIC CONFIDENCE IN IT

Confidence in the fair, equitable and transparent treatment of the citizen before the courts of the land is essential to the rule of law, and guarantees the observance of civil rights of the citizen by other citizens and by the State.



Photo 5.8: Admiralty Bay, Bequia

CHAPTER 5: STRATEGIC GOALS, OBJECTIVES AND OUTCOMES

Strategic Intervention 3.3

- Increase public awareness of the judicial and legal system.
- Provide avenues to ensure that justice is available and accessible to all.
- Provide mechanisms for accountability of persons in the legal fraternity.
- Strengthen the institutional capacity of the justice system to deliver better services.

Outcomes 3.3

- The public is educated about their legal rights and avenues for redress.
- The public is aware of the operations of the judicial and legal system.
- Greater access to legal services.
- An efficient and effective judicial system.
- Improved confidence in the legal and judicial system.

OBJECTIVE 3.4: TO ENHANCE THE ROLE OF CIVIL SOCIETY IN THE MAINTENANCE OF DEMOCRACY



Photo 5.9: Chateaubelair Community Partnership Group

Active civil society participation is essential to the development of any state. As such, civil society organisations, including NGOs have a recognised role in governance of the society. The strategic interventions advanced under this objective aim to foster wider participation in the decision-making processes.

Strategic Interventions 3.4

- Institutionalise consultations with civil society on economic, political and social policies.
- Ensure government policies are more responsive to the needs of civil society.

Outcomes 3.4

- Wider participation of the civil society in decision-making and governance.
- Increased understanding by civil society of government policies.
- Increased policy dialogue within NESDC and the wider society.

OBJECTIVE 3.5: TO WIDEN AND DEEPEN DIPLOMATIC RELATIONS

The global economic and political environment is increasingly characterised by emerging trading regimes, fierce trade competition and increased challenges to peace and stability. Together with the increased uncertainties that the world faces, these can prove to be overwhelming, especially for resource-deficient States such as St. Vincent and the Grenadines.

In this interdependent world, engagement and interaction with the international community is *sine qua non* for advancing the economic and social development goals of St. Vincent and the Grenadines. The strategies advanced in this Plan fully recognise these factors, and this objective of strengthening of diplomacy aims to fulfil St. Vincent and the Grenadines’ international obligations with the dignity and diligence of an independent and sovereign Nation State.

Strategic Interventions 3.5

- Deepen and widen regional and international strategic alliances.
- Develop mechanisms to exploit fully agreements at the regional level.
- Ensure effective representation.
- Enhance the engagement of the Diaspora in decision-making and the State’s foreign policy.

Outcome 3.5

- Enhanced benefits emanating from diplomatic relations.

CHAPTER 5: STRATEGIC GOALS, OBJECTIVES AND OUTCOMES

5.4 GOAL FOUR: IMPROVING PHYSICAL INFRASTRUCTURE, PRESERVING THE ENVIRONMENT AND BUILDING RESILIENCE TO CLIMATE CHANGE

A sustainable development programme for St. Vincent and the Grenadines involves, inter alia, developing the physical infrastructure, while preserving the country's delicate environment, as well as mitigating the effects of climate change. Though challenging, it is essential that the requisite methodology be developed and adhered to for achieving this goal.



Photo 5.10: North River, Kingstown

CHAPTER 5: STRATEGIC GOALS, OBJECTIVES AND OUTCOMES

Investment in physical infrastructure is a key element in the promotion of competitiveness and the generation of sustainable economic growth and development. Roads, water and sewerage, coastline protection, energy, information and communication technology and all other components of infrastructure will be designed for good service delivery to all citizens.

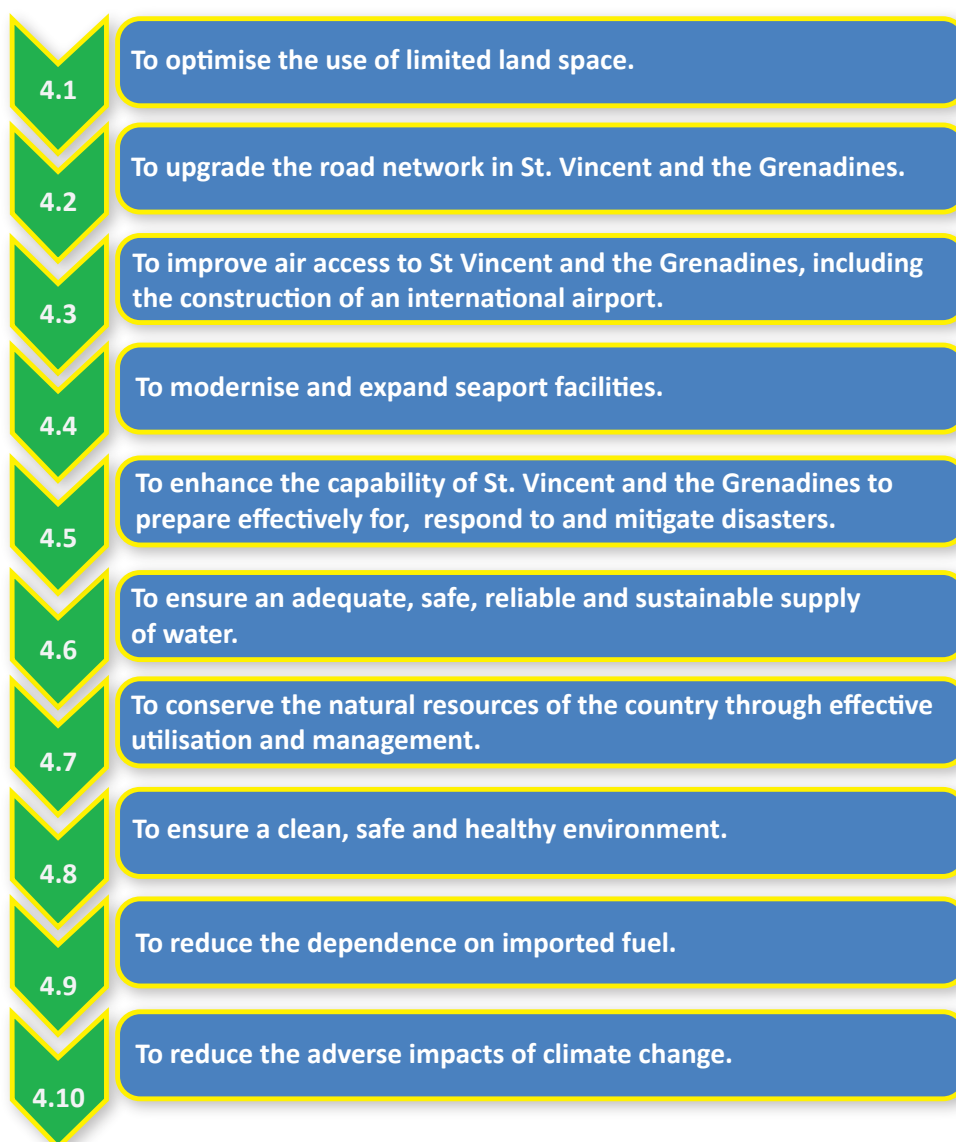
The quest for socio-economic development has placed tremendous demands on existing natural resources in St. Vincent and the Grenadines which has a relatively high population density of over 707 persons

per square mile. In this regard, the Plan places great emphasis on the sustainable use of natural resources – including land, water, flora and fauna – that are used to maintain livelihoods.

Over the last two (2) decades, the effects of climate change have become a development challenge. Small countries such as St. Vincent and the Grenadines are at potential risk of negative impact, disproportionate to their contribution to climate change. Accordingly, the Plan advances mitigating measures to reduce these effects.

STRATEGIC OBJECTIVES

Goal Four: Improving Physical Infrastructure, Preserving the Environment and Building Resilience to Climate Change



CHAPTER 5: STRATEGIC GOALS, OBJECTIVES AND OUTCOMES

OBJECTIVE 4.1: TO OPTIMISE THE USE OF LIMITED LAND SPACE

Land is a primary source of wealth creation and social status. It is the basis of economic opportunities, especially in the rural areas, while becoming an increasingly scarce resource in the urban areas. In St. Vincent and the Grenadines, land is limited in supply due to the small territorial area, the topography, population demands and other physical constraints. Therefore, land use and environmental management are vital in ensuring efficiency, sustainability and equity in the country's development process.

Strategic Interventions 4.1

- Develop a comprehensive system for the sustainable management of land resources.
- Develop national land use policies and land-use zoning plans.
- Develop a national land bank system to reduce the amount of under-utilised arable land.
- Encourage and support security of tenure for lands.
- Enhance the capacity for land management in St. Vincent and the Grenadines.
- Preserve critical forest areas.

Outcomes 4.1

- Better coordinated land-use policy.
- Increased use of arable land for agriculture.
- Modern land bank system in place.
- Increased agricultural production.
- Legislative framework in place to manage land use.

OBJECTIVE 4.2: TO UPGRADE THE ROAD NETWORK IN ST. VINCENT AND THE GRENADINES

A well-developed road infrastructure is essential for economic growth and sustainable development. It facilitates efficient movement of people, goods and services. The strategic interventions proposed are aimed at improving the road network in St. Vincent and the Grenadines through the rehabilitation and upgrading of

roads and bridges, routine maintenance and expansion of the road network.



Photo 5.11: Road Network, Casson Hill

Strategic Interventions 4.2

- Develop a comprehensive road maintenance programme.
- Upgrade village and feeder roads to facilitate greater rural economic activity.
- Embark on a comprehensive drainage building programme.

Outcomes 4.2

- Increased economic activities in rural communities.
- Reduction in vehicular operating costs.
- Reduction in road accidents.
- Reduction in traffic congestion.
- Well maintained roads.
- The efficient movement of people, goods and services.

OBJECTIVE 4.3: TO IMPROVE AIR ACCESS TO ST. VINCENT AND THE GRENADINES, INCLUDING THE CONSTRUCTION OF AN INTERNATIONAL AIRPORT

The Government of St. Vincent and the Grenadines is cognisant of the potential impact of adequate air access to economic growth and social development. It is within

CHAPTER 5: STRATEGIC GOALS, OBJECTIVES AND OUTCOMES

this context that Government has embarked on several initiatives aimed at enhancing airport development throughout the State.



Photo 5.12: Overlooking Site of Argyle International Airport Project

Strategic Interventions 4.3

- Complete construction of the Argyle International Airport.
- Develop a marketing plan geared towards attracting long-haul carriers.
- Develop and improve quality of airport facilities.
- Increase operational safety of airports.
- Enhance institutional capacity in line with international standards.

Outcomes 4.3

- Increased economic growth.
- Increased tourist arrivals.
- Increased exports.
- Increased access to non-traditional markets.
- Improved efficiency in the movement of people, goods and services.
- Higher levels of employment.

OBJECTIVE 4.4: TO MODERNISE AND EXPAND SEAPORT FACILITIES

Modern seaport facilities are critical for economic growth and development as they are important components in the expansion of trade. St. Vincent and the Grenadines, a multi-island State, depends on

imports and exports for the stimulation of economic activities. Accordingly, the Government is committed to ensuring that seaports are adequately resourced.

Strategic Interventions 4.4

- Improve the infrastructure at existing seaports.
- Continue strengthening and upgrading the security at the ports.
- Strengthen institutional capacity at seaports.
- Sensitise the public on port administration and security measures.

Outcomes 4.4

- Increased revenue.
- Improved border security.
- Increased trade and economic activity.
- Strengthened quarantine measures.
- Increased overall efficiency in seaport operations.



Photo 5.13: Cruise Ship and Ferry Berth, Kingstown

OBJECTIVE 4.5: TO ENHANCE THE CAPABILITY OF ST. VINCENT AND THE GRENADINES TO PREPARE EFFECTIVELY FOR, RESPOND TO AND MITIGATE DISASTERS.

The geographic location of St. Vincent and the Grenadines exposes it to both natural and man-made disasters. Given this vulnerability, there is the need to enhance the disaster preparedness and mitigation

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mechanisms. This is an important consideration in development planning over the medium to long term and will be addressed through several initiatives. These include strengthening the national capacity to respond to and mitigate disasters, enforcement of building codes, participation in regional initiatives regarding catastrophic risks and institutional strengthening.



Photo 5.14: Flash Flood



Photo 5.15: Storm Surge

Strategic Interventions 4.5

- Establish an effective hazard modelling system.
- Revise the existing National Disaster Management Plan to incorporate climate change.
- Build resilience at the community level.
- Strengthen capacity to undertake search and rescue operations.

Outcomes 4.5

- Enhanced public health system that would adequately respond to major emergencies and quarantine capabilities.
- Built environment better able to withstand disasters.
- Reduction in hazardous land occupancy.
- Reduction in maritime hazards.
- Communities better equipped to prepare, respond to and mitigate disasters.
- Reduced casualties and damage to property consequent upon disaster.
- Strengthened search and rescue arrangements.

OBJECTIVE 4.6: TO ENSURE AN ADEQUATE, SAFE, RELIABLE AND SUSTAINABLE SUPPLY OF WATER

The Plan aims to ensure that every citizen has access to high quality potable water. The quality of water supplied is determined by the physical, chemical, and biological characteristics of the catchment areas. During this period, the emphasis will be on conserving water and maintaining its safety and continued supply.

Strategic Interventions 4.6

- Expand the water supply and distribution system to include the Grenadines.
- Improve the protection and management of water resources.
- Develop measures to promote sustainability of the water supply.
- Improve the quality of the potable water supply.
- Establish a national water commission.
- Strengthen the existing Integrated Watershed Management Plan.
- Upgrade the system for the collection, monitoring and management of hydrological and other data on water resource.
- Review and amend legislation regarding water supply and usage.

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Outcomes 4.6

- Access to potable water by all households.
- Cost-effective and efficient water provision.
- Improved potable water quality.
- Provision of a reliable water supply to the Grenadines.
- Improved national water management system.

OBJECTIVE 4.7: TO CONSERVE THE NATURAL RESOURCES OF THE COUNTRY THROUGH EFFECTIVE UTILISATION AND MANAGEMENT

St. Vincent and the Grenadines has a limited resource base that is highly vulnerable to natural and man-made hazards. Development pressures have resulted in deterioration of the natural resources. Thus, the use and management of the natural environment are critical to several important economic sectors including Tourism and Agriculture. Additionally, the conservation of biological diversity is an integral part of the development process. It provides a large number of goods and services that sustains lives and ensures that healthy and viable biological resources are available for future generations.

St. Vincent and the Grenadines aims to protect the varieties of organisms within and between species, and the ecosystems. This is essential for the sustainable functioning of agriculture, forestry and natural ecosystems upon which human survival and health depend. Several strategic interventions are proposed below:

Strategic Interventions 4.7

- Develop appropriate measures to restore and protect the natural resources of the country.
- Develop alternative and sustainable livelihood programmes for local communities in protected areas.
- Develop and employ methodologies for the economic assessment and accounting of natural resources.
- Develop and implement a Coastal Area Management Plan.

- Strengthen the existing legal and institutional frameworks to discourage environmental degradation.
- Advance research on biological resources.

Outcomes 4.7

- Reduced deforestation.
- Improved management of natural resources.
- Increased community awareness and involvement in protection and management of resources.
- Environmental impact assessment integrated within the development process.
- Economic valuation of natural resources.
- Improved watershed and coastal management institutionalised.
- Enhanced and supportive legal and regulatory frameworks.
- Improved database for the preservation of biodiversity.

OBJECTIVE 4.8: TO ENSURE A CLEAN, SAFE AND HEALTHY ENVIRONMENT

St. Vincent and the Grenadines generates approximately 32,000 tonnes of solid waste per year, an amount that is likely to grow as the economy develops. This has effects on the health of the people, the tourism industry and the environment in terms of the forest, quality of water supply and coral reefs. Hence, effective waste management is essential for the sustainability of a healthy Vincentian environment. The Plan places emphasis on the development of appropriate standards for both solid and liquid waste management, in accordance with international and regional practices.

Strategic Interventions 4.8

- Strengthen the nationwide waste management system.
- Manage terrestrial and eco-systems in a sustainable manner.

CHAPTER 5: STRATEGIC GOALS, OBJECTIVES AND OUTCOMES

Photo 5.16: Protected Wildlife



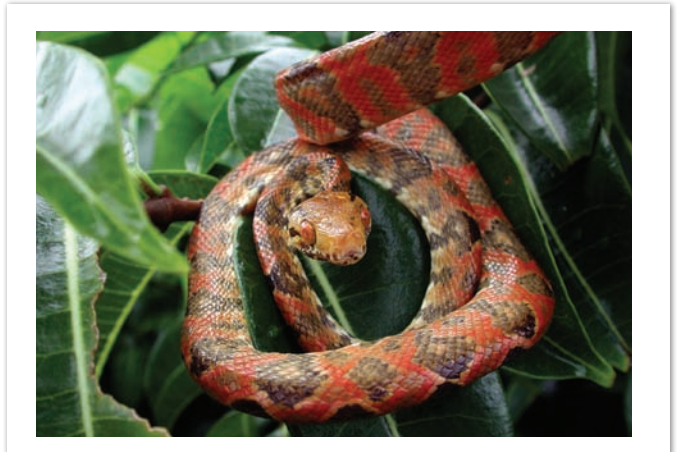
National Bird of St. Vincent and the Grenadines: Amazona Guildingii



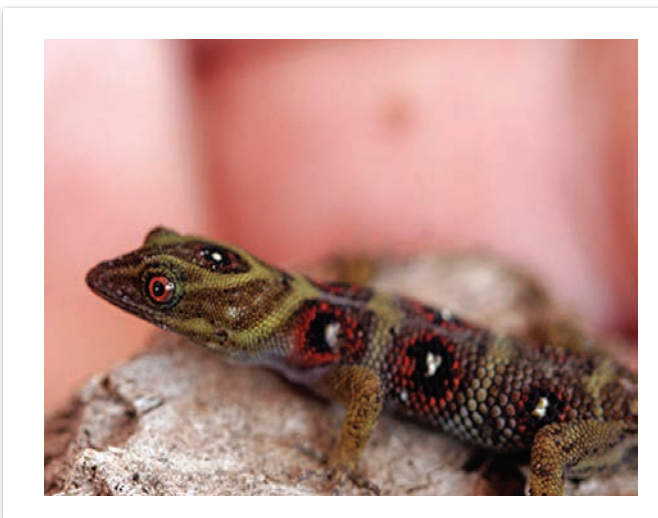
Iguana



Hawksbill Sea Turtle



Grenadines Congo Snake



Lizard



St. Vincent Congo Snake

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- Enhance the capacity of the Ministry responsible for the environment as well as strengthen its ability to collaborate with other agencies.

Outcomes 4.8

- Reduction in the level of pollutants in the environment.
- A comprehensive and effective recycling programme established.
- Safe and sustainable use of natural resources.
- Waste to energy initiative developed.

OBJECTIVE 4.9: TO REDUCE THE DEPENDENCE ON IMPORTED FUEL

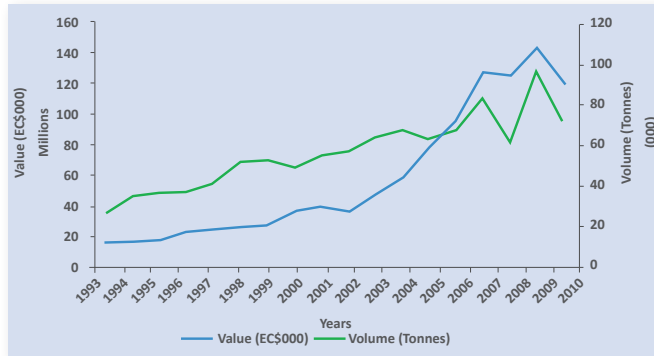
St. Vincent and the Grenadines, like most developing and non-petroleum producing countries, is dependent on imported energy for generating economic activity. Since 1993, the cost of imported petroleum has climbed steadily, moving from US\$17.9 per barrel to US \$145 in 2008. Figure 5.2 illustrates imports of petroleum by St. Vincent and the Grenadines over the period.



Photo 5.17: Snorkelling, Owia Salt Pond

CHAPTER 5: STRATEGIC GOALS, OBJECTIVES AND OUTCOMES

FIGURE 5.2: ST. VINCENT AND THE GRENADINES' ENERGY IMPORTATION (1993-2008)



Source: Ministry of Finance and Economic Planning

It is the policy of the Government of St. Vincent and the Grenadines to encourage investment in renewable energy, such as geothermal, wind and solar power, in an effort to minimise the effects of the rising price of petroleum. In addition, the use of renewable energy should reduce the country's carbon footprint and also allow for adherence to the 1998 Kyoto Protocol.

Government recognises that in order to reduce the dependence on imported fuel, a multi-dimensional approach (political, regulatory, financial, technical and policy) is required. Given pricing volatility, environmental concerns and uncertainty surrounding supplies and the potential for causing economic shock to economies, this Plan proposes a partnership with the private sector in the implementation of the Energy Plan.

Strategic Interventions 4.9

- Encourage research and exploration of renewable sources of energy.
- Develop a legislative framework to promote energy efficiency.
- Establish an energy conservation plan.
- Encourage production and use of renewable forms of energy.

Outcomes 4.9

- Legislation in place to promote energy efficiency and alternative sources of energy.
- Increased energy efficiency of public and private buildings.
- Private enterprises established to complement the production of renewable energy.
- A modern, expanded and adaptable power grid to accommodate various energy inputs.
- Increased production and use of energy from renewable sources.
- Public utilities commission established.

OBJECTIVE 4.10: TO REDUCE THE ADVERSE IMPACTS OF CLIMATE CHANGE

Many scientists have argued that there is a direct relationship between climate variability and global warming. The frequency and intensity of some natural disasters and hazards in various parts of the world are signs of this phenomenon. Climate change negatively impacts the global environment and threatens sustainable development, as evidenced by:

- Increases in air and sea surface temperatures.
- Rising sea levels.
- Changes in weather patterns.
- Losses and changes in marine and terrestrial biodiversity.
- Increase in vector-borne diseases, e.g. dengue fever.
- Loss of livelihoods.

The Plan proposes several adaptation measures to reduce future restoration costs and to protect the natural environment. Public education and awareness of the potential negative effects of climate change would be at the forefront of this Plan.

CHAPTER 5: STRATEGIC GOALS, OBJECTIVES AND OUTCOMES

Strategic Interventions 4.10

- Increase public awareness with regard to climate change issues.
- Build resilience to minimise damage to settlement and infrastructure.
- Minimise damage to beach and shoreline integrity and marine ecosystems.
- Minimise the negative impact of climate change on agriculture and human health.
- Develop appropriate legislative and regulatory framework, for proper environmental management, and institutional systems for responding and mitigating effects of climate change.

Outcomes 4.10

- Increased awareness and responsiveness of the public in mitigating effects of climate change.
- Improved protection of the coastal and forested environment.
- Increased use of technology to minimise the effects of climate change on agriculture and human health.
- A legislative framework in place to build climate resilience.



Photo 5.18: Sea Defence, Layout Waterfront

CHAPTER 5: STRATEGIC GOALS, OBJECTIVES AND OUTCOMES

5.5 GOAL FIVE: BUILDING NATIONAL PRIDE, IDENTITY AND CULTURE

The national spirit of a people is determined and fashioned by their culture and this in turn constitutes one of the critical ingredients for nation building. As such the development, conservation, renovation and maintenance of infrastructure for culture at all levels, will be pursued. This Plan articulates a vision for the positioning of culture in national life.

STRATEGIC OBJECTIVES

Goal Five: Building National Pride, Identity and Culture

- 5.1 To instil in the citizenry a sense of national pride and appreciation of the history of St. Vincent and the Grenadines.
- 5.2 To engender a greater sense of community and social responsibility.
- 5.3 To preserve, maintain and promote the cultural heritage of St. Vincent and the Grenadines.
- 5.4 To maximise the contribution of cultural industries to economic growth.

National Pledge of Saint Vincent and the Grenadines



***Land of my birth I pledge to thee,
My loyalty and devotion,
In all I think or say or do.***

CHAPTER 5: STRATEGIC GOALS, OBJECTIVES AND OUTCOMES

OBJECTIVE 5.1: TO INSTIL IN THE CITIZENRY A SENSE OF NATIONAL PRIDE AND APPRECIATION OF THE HISTORY OF ST. VINCENT AND THE GRENADINES

Culture is essential for providing a sense of identity and belonging and is central to social and economic renewal. National symbols and emblems play a critical role in engaging citizens and evoking patriotism. They are representative of the many aspects of St. Vincent and the Grenadines’ culture and include the flag and the national anthem and Coat of Arms.

Strategic Interventions 5.1

- Encourage greater participation and involvement in nation building.
- Encourage civic education in national development.
- Engender greater respect for national symbols.
- Strengthen avenues for self-expression in culture.

Outcome 5.1

- A greater sense of appreciation and pride in being a Vincentian.

OBJECTIVE 5.2: TO ENGENDER A GREATER SENSE OF COMMUNITY AND SOCIAL RESPONSIBILITY

Culture affects all aspects of human life, and forms the basis for the development of values, objectives and outlook for the future. These values are learnt and taught, transmitted and inculcated through socialisation. As such, efforts need to be made to encourage a greater sense of community and instil an attitude of social responsibility through various channels of socialisation.

Strategic Interventions 5.2

- Promote greater community life and spirit.
- Promote greater integration of the diverse cultures in St. Vincent and the Grenadines.



Photo 5.19: National and Cultural Expressions

CHAPTER 5: STRATEGIC GOALS, OBJECTIVES AND OUTCOMES

Outcome 5.2

- Stronger, more integrated and vibrant communities.

OBJECTIVE 5.3: TO PRESERVE, MAINTAIN AND PROMOTE THE CULTURAL HERITAGE OF St. VINCENT AND THE GRENADINES

St. Vincent and the Grenadines has a history which encourages its people to promote their cultural expressions through religion, traditional folk forms and the creative arts – music, dance, drama and visual arts.

Strategic Interventions 5.3

- Promote greater awareness of Vincentian heritage, including its pre-Columbian past, and use of authentic indigenous cultural items and services.
- Improve the physical infrastructure to facilitate cultural expression.
- Encourage the documentation and preservation of Vincentian culture.

Outcomes 5.3

- Strengthened religious, moral, traditional and ethical values.
- Increased participation in and appreciation of Vincentian culture.

OBJECTIVE 5.4: TO MAXIMISE THE CONTRIBUTION OF CULTURAL INDUSTRIES TO ECONOMIC GROWTH

Despite the many efforts to promote St. Vincent and the Grenadines' culture, there is still more to be done. This Plan identifies mechanisms to recognise and encourage outstanding artistic and cultural achievements, stimulate the performing arts and strengthen traditional cultural forms.

Strategic Interventions 5.4

- Promote the continued production, marketing and distribution of cultural products.
- Provide adequate protection and enforcement of intellectual property rights.
- Develop and strengthen strategic alliances to promote cultural tourism and industries.
- Promote strategic alliances with the private sector.
- Facilitate the promotion of culture through opportunities available under the EPA and other agreements.

Outcomes 5.4

- An economically viable cultural industry.
- A more positive attitude to the value of culture.

CHAPTER 6



CHAPTER 6: SECTORAL OBJECTIVES AND STRATEGIES

This section presents the main objectives and strategies associated with the various sectors and areas in the economy that will assist in realising the vision and will outline the basis for formulating detailed sectoral plans. The main sectoral components are shown in the figure 6.1.



FIGURE 6.1: MAIN SECTORAL COMPONENTS

CHAPTER 6: SECTORAL OBJECTIVES AND STRATEGIES

6.1 ECONOMIC SECTOR

6.1.1 FISCAL AND MONETARY

OBJECTIVE: *TO STABILISE THE FISCAL ACCOUNTS OF THE GOVERNMENT THROUGH THE TRANSPARENT AND PRUDENT MANAGEMENT OF PUBLIC FINANCES*

Strategic Interventions:

A. Expenditure Management System

- Develop a more transparent and efficacious system for expenditure management.
- Ensure the existence of adequate legislative framework to govern the public financial management system including procurement, expenditure management, auditing and taxation.
- Continue the budget reform initiative aimed at:
 - a. Improving the budget preparation process through the implementation of a comprehensive budget and accounting classification system;
 - b. Introducing results-based management (performance management) to enhance the productivity and effectiveness of public expenditure;
 - c. Fully integrating the preparation of related recurrent and capital budgets.
- Prepare Medium Term Strategy Papers and develop rigorous mechanisms to ensure adequate linkage with the annual budget to more strategically align public expenditure with government development objectives and priorities.
- Develop a more effective monitoring mechanism to ensure proper control of government expenditure.
- Enhance the capacity of the audit department to improve oversight of government expenditure, including donor-funded capital expenditures.

B. Revenue Management

- Enhance the collection of revenue to finance government activities.
- Continue ongoing efforts to upgrade and modernise systems at the major revenue-collecting departments to increase the efficiency of tax administration.
- Develop e-government services to enhance the efficiency of transactions between the public and the relevant departments.
- Continue efforts to reform the tax system with the aim of broadening the tax base, reducing tax evasion and stimulating investment.
- Implement property tax by market value by 2014.
- Reduce the corporate and personal income tax rate to 30%.
- Continue to streamline the granting of discretionary concessions and develop adequate policies to ensure that they are granted in line with government's overall development objectives and CSME guidelines.

C. Debt Management

The main debt management objectives of the government are:

- To satisfy the financing needs of the public sector at minimum cost over the medium to long term, in a prudent and sustainable manner.
- To limit the exchange rate risk by minimising the non-US dollar denominated foreign debt.
- To promote the development of an efficient functioning money and capital market within the ECCU.

One of the main concerns in applying the debt management objectives involves the trade-off between minimising costs and reducing risks. Emphasis is placed on long-term cost, thus preventing the government from seeking short-term gains. Another important aspect of cost minimisation is the maintenance of the relatively "risk-free" status of government securities. This will be accomplished through prudent fiscal discipline and the establishment of reasonable limits on the public debt.

CHAPTER 6: SECTORAL OBJECTIVES AND STRATEGIES

The following principles will guide the government's debt management objectives:

- Conduct proper investment appraisal before embarking on major public sector projects.
- Work with intermediaries to enhance integrity and attract investors to government securities.
- Limit government's involvement in public-private partnership guarantee arrangements.
- Manage the composition of debt to mitigate interest rate and exchange rate risks.
- Seek to establish an optimum mix of instruments to keep cost low.
- Over the medium to long term, government aims to restrict the public debt to no more than 75 percent of GDP. Several factors including the cost of debt servicing and the ratio of revenue collection to GDP were considered in determining this debt level. In order to attain this target the following strategies will be adopted:
 - a. Establish strict limits on the contraction of new debt and ensure that projects to be financed are feasible in terms of their contribution to economic development and poverty reduction.
 - b. Reduce operational losses of public enterprises.
 - c. Issue all Government Securities on the RGSM.
 - d. Seek to contract concessional debt from multinational and bilateral creditors.
 - e. Where possible, publish a borrowing plan.

D. Money and Capital Market Development

Develop the regional money and capital market through collaborative efforts with the ECCB and other OECS countries.

- Promote a shareholding culture in St. Vincent and the Grenadines.
- Divest/reduce the shareholding of government in certain public enterprises.
- Prepare certain public enterprises to register on the Eastern Caribbean Securities Exchange (ECSE).

- Encourage successful private companies in St. Vincent and the Grenadines to be listed on the ECSE.
- Establish an Enterprise Development Fund and Unit Trust.
- Encourage the establishment of Investment Clubs in St. Vincent and the Grenadines to promote the use of the market by investors.

6.1.2 FINANCIAL SERVICES

The robust development of the financial services sector is critical for advancement of the country's economic growth. A vibrant financial space will provide the capital and investment needs and operational base for the economic actors in our country. However, the range of available financial instruments within the country continues to be limited.

OBJECTIVE 1: TO ESTABLISH A FULLY DEVELOPED FINANCIAL SERVICES SECTOR

Strategic Interventions:

- Establish in conjunction with other OECS States, the machinery for coordinating our responses to the standards that organisations such as the OECD, the IMF and the FATF are seeking to impose upon us.
- In conjunction with the Eastern Caribbean Central Bank (ECCB) and other OECS governments, implement measures to enhance the stability of the financial system and to improve the regulatory system for bank and non-bank institutions.
- Further improve the regulatory regime and the efficiency of regulatory agencies to promote an efficient and modern banking sector for local, regional and international activities.
- Facilitate the further diversification of the financial services sector that is dominated by the operations of commercial banks.
- Actively encourage the growth and strengthening of commercial banks through rationalisation of their operations.

CHAPTER 6: SECTORAL OBJECTIVES AND STRATEGIES

- Pursue the requisite policies to build on the past successes of non-bank financial institutions, which include credit unions, development banks, savings banks, mortgage and finance companies and insurance companies.
- Encourage the improvement of the operations and competitiveness of insurance companies and strengthen the role and competence of regulators.
- Ensure that the development of organised financial markets, principally the Eastern Caribbean Securities Market attains and maintains a status as the premier securities market in the region for capital mobilisation and investment.
- Continue to build and hone the offshore financial sector.
- Facilitate the evolution of offshore banking regulatory frameworks such that financial institutions are regulated and supervised in a manner consistent with best international practices.
- Create an enabling environment for improving the economic and financial literacy of the Vincentian citizenry.

6.1.3 AGRICULTURE AND FISHERIES

The agricultural sector, including fisheries, in St. Vincent and the Grenadines will continue to play a significant role in the country's socio-economic development and protection of its environment. In order to maximise the benefits that can be derived, the sector must undertake continuous transformation in keeping with changes in the global production and trading environment. Such a transformation must take place at all levels: pre-production, production, harvesting, processing and marketing phases, and must take into account the realities of our capabilities.

OBJECTIVE 1: TO STRENGTHEN POLICY FORMULATION AND FRAMEWORK FOR AGRICULTURAL DEVELOPMENT

Strategic Interventions:

- Develop an operational participatory mechanism to facilitate effective involvement of the farming community in policy formulation.
- Adopt a participatory approach to problem analysis through community consultations.



Photo 6.1: Anchorage at Kingstown Fish Market

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- Establish a policy environment designed to attract investment to the agricultural sector.
- Provide fiscal incentives for private sector investment in modern marketing facilities.

OBJECTIVE 2: TO INCREASE PRODUCTIVITY, EFFICIENCY AND COMPETITIVENESS IN THE AGRICULTURAL SECTOR

Strategic Interventions:

- Continue the implementation of the national irrigation programme.
- Invest in research and development to increase growth in the sector.
- Develop human resources and facilitate the improvement of skills critical to the development of the sector.
- Establish accessible agriculture financing schemes.
- Establish an effective regime of sanitary and phyto-sanitary measures.

OBJECTIVE 3: TO INCREASE MARKET ACCESS FOR AGRICULTURAL PRODUCE

Strategic Interventions:

- Develop and maintain an effective information and market intelligence system.
- Develop and implement an export marketing thrust for agricultural produce.
- Improve marketing infrastructure.
- Deepen linkages between agriculture and other sectors, particularly tourism, manufacturing and the environment.
- Identify/research the required improvements in transportation and support services to ensure regular reliable movement of produce in the region and to international destinations.
- Promote local foods to consumers focusing on safety, wholesomeness and nutritional quality.
- Develop focused programmes and networking for marketing of agricultural produce within and outside the region, including expansion of opportunities for joint marketing.

OBJECTIVE 4: TO INCREASE YOUTH INVOLVEMENT IN AGRICULTURE

Strategic Interventions:

- Provide to the youth, access to arable lands through a Land Bank System.
- Provide credit products tailored to the circumstances of the youth.
- Operationalise the Agricultural Training Institute.
- Facilitate access to and encourage the use of ICT in agriculture.
- Broaden agricultural training to all primary and secondary schools.
- Provide incentives in agriculture to encourage collaboration and group activity of youth.

OBJECTIVE 5: TO IMPROVE THE LEGISLATIVE AND INSTITUTIONAL FRAMEWORK OF THE AGRICULTURAL SECTOR

Strategic Interventions:

- Conduct agri-food legislative review for harmonisation with the rest of the OECS.
- Develop legal mechanisms to utilise idle lands.
- Modernise legislation to facilitate transformation and development of the sector.
- Enact and enforce appropriate legislation for agro-ecological zoning.
- Develop and enforce regulations/practices prohibiting agricultural activities and systems of production that are environmentally degrading.
- Institutionalise a Land Use Authority.

OBJECTIVE 6: TO STRENGTHEN RISK REDUCTION AND RISK MITIGATION MEASURES

Strategic Interventions:

- Review systems to address praedial larceny.
- Establish a crop insurance scheme.
- Strengthen the institutional systems that respond to natural disasters.

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OBJECTIVE 7: TO PROMOTE THE SUSTAINABLE USE OF LAND, FORESTRY AND MARINE RESOURCES

Strategic Interventions:

- Implement soil conservation measures in agricultural districts.
- Implement appropriate water management practices, including; reforestation, soil conservation and river bank stabilisation.
- Establish incentive regimes to encourage compliance with land use policy.
- Institute measures to conserve bio-diversity and protection of the watershed.
- Strengthen coastal zone management system.

OBJECTIVE 8: TO CONTRIBUTE TO FOOD AND NUTRITION SECURITY ON A SUSTAINED BASIS

Strategic Interventions:

- Develop policies to promote the production and supply of healthy, nutritious foods to meet minimum requirements.
- Finalise and implement the National Food and Nutrition Policy and Plan.
- Promote the use of healthy and nutritious foods through various programmes.
- Establish efficient and effective advisory and regulatory support institutions and systems for food safety certification.

OBJECTIVE 9: TO INCREASE AGRICULTURAL EXPORTS

Strategic Interventions:

- Develop a comprehensive export strategy for agricultural produce.
- Provide incentives to increase productivity in agriculture.
- Provide the necessary infrastructure to improve production and export capabilities.

- Provide the enabling environment for private sector investment in transport services.

6.1.4 TOURISM

Tourism is the lead sector in St. Vincent and the Grenadines. It has the potential for stimulating activity in other sectors of the economy, promoting diversification of production and generating income from a wide array of activities directly linked to it. While the country possesses certain advantages based on its exotic allure, specific actions are required to maintain and improve tourism's contribution and ensure that its benefits continue to permeate other sectors and the economy as a whole.

OBJECTIVE 1: TO HEIGHTEN AWARENESS OF THE TOURISM INDUSTRY IN THE ST. VINCENT AND THE GRENADINES

Strategic Interventions:

- Develop and implement programmes aimed at educating students in primary, secondary and tertiary institutions and the population in general, about the importance of the tourism industry.
- Build awareness of Vincentian cultural heritage among young people and help in developing national pride in all things 'Vincy'.

OBJECTIVE 2: TO CREATE A MORE COLLABORATIVE PUBLIC-PRIVATE SECTOR APPROACH TO TOURISM DEVELOPMENT, MANAGEMENT AND MARKETING

Strategic Intervention:

- Strengthen working relations with stakeholders and appropriate private sector associations and institutions nationally, regionally and internationally.

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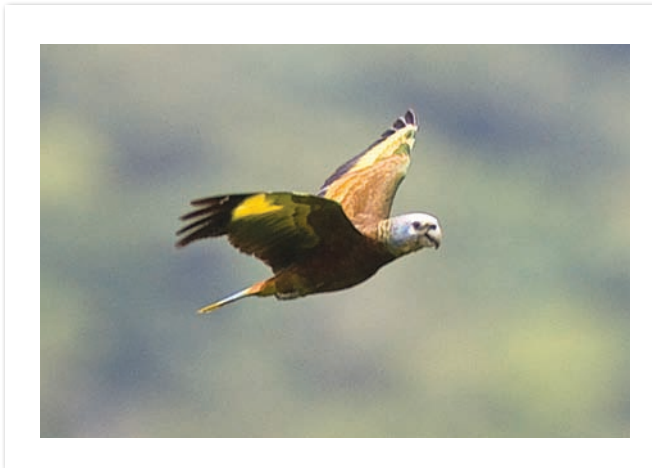


Photo 6.2: Amazona Guildingii: National Bird of St. Vincent and the Grenadines

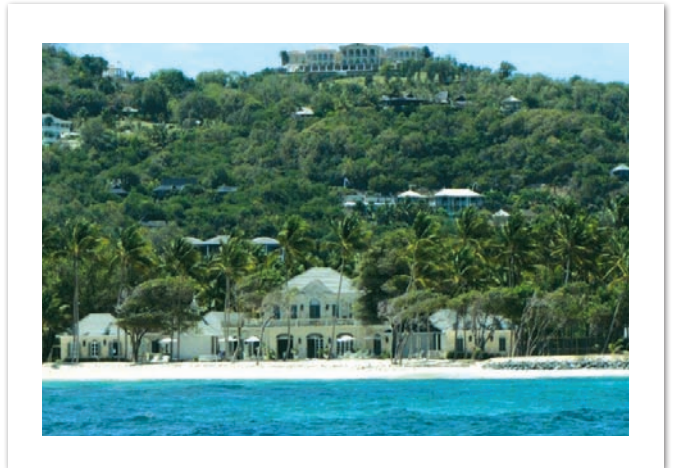


Photo 6.5: Houses in Mustique



Photo 6.3: Montreal Gardens



Photo 6.6: La Soufriere Volcano



Photo 6.4: L' Ansecoy Bay, Mustique

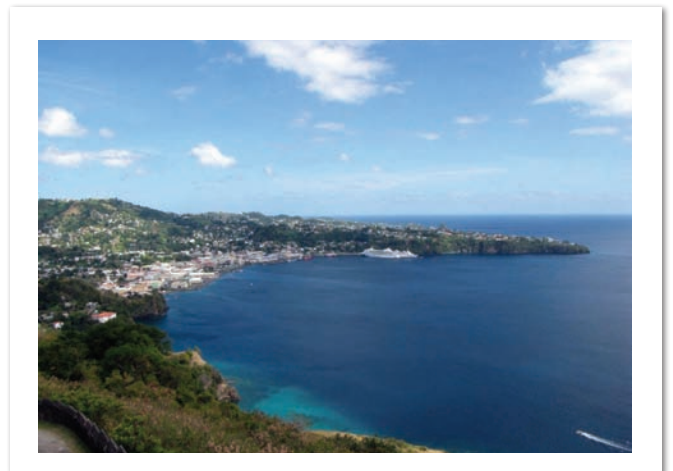


Photo 6.7: Kingstown Bay

CHAPTER 6: SECTORAL OBJECTIVES AND STRATEGIES



**Photo 6.8: Kingstown Methodist Church:
Constructed by Freed Slaves**

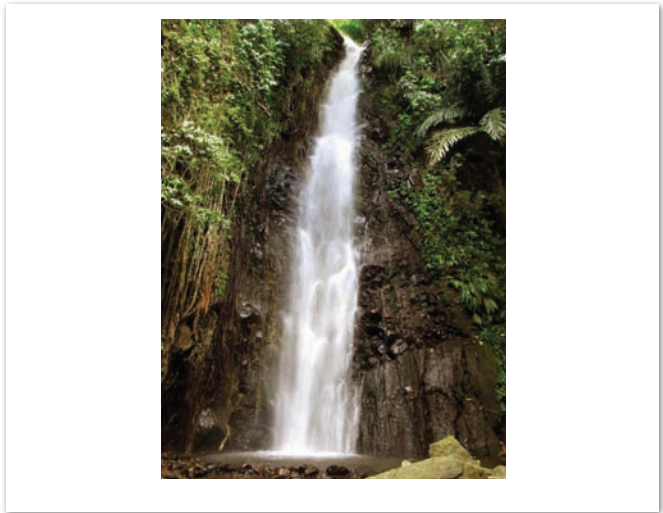


Photo 6.11: Dark View Falls



**Photo 6.9: Looking towards Fort Duvernette
and Young Island**



**Photo 6.12: Botanical Gardens:
Oldest in the Western Hemisphere**



Photo 6.10: Fort Hamilton: Bequia



Photo 6.13: Botanical Gardens

CHAPTER 6: SECTORAL OBJECTIVES AND STRATEGIES



Photo 6.14: Cumberland Bay



Photo 6.17: Snorkelling in the Tobago Cays



Photo 6.15: Owia Salt Pond



Photo 6.18: Coral Reefs in St. Vincent and the Grenadines

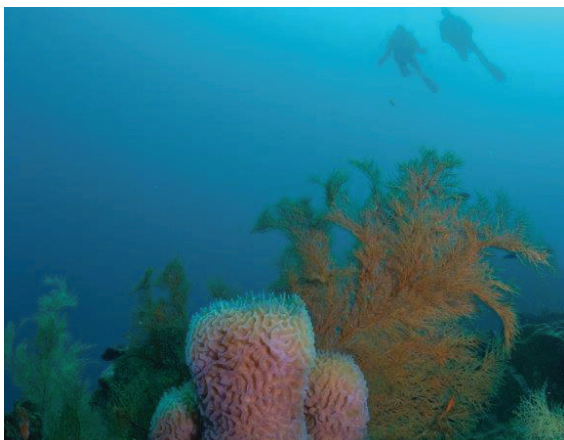


Photo 6.16: Snorkelling in the Tobago Cays



**Photo 6.19: Argyle International Airport:
Northern View of Runway Under Construction**

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Photo 6.20: Frigate Island , Union Island

OBJECTIVE 3: TO PROVIDE AN ENABLING ENVIRONMENT FOR AN INTEGRATED APPROACH TO TOURISM DEVELOPMENT

Strategic Interventions:

- Involve all appropriate agencies (national, social and cultural) in tourism development.
- Develop and implement appropriate legislation, incentives and a functioning licensing, inspection and monitoring system.

OBJECTIVE 4: TO CREATE AN ENVIRONMENT WITHIN WHICH GREATER LINKAGES ARE ESTABLISHED BETWEEN TOURISM AND OTHER SECTORS OF THE NATIONAL ECONOMY

Strategic Intervention:

- To develop a more authentic tourism product that utilises local inputs as far as possible.

OBJECTIVE 5: TO CREATE MECHANISMS THAT WOULD ENSURE ALL TOURISM DEVELOPMENT PROGRAMMES AND PROJECTS ARE SUSTAINABLE

Strategic Intervention:

- Develop SMART indicators which would guide government's decision-making on all tourism development programmes, projects and investments.

OBJECTIVE 6: TO CREATE A COMMUNITY-BASED TOURISM POLICY

Strategic Interventions:

- To utilise a participatory approach in the design of the policy framework.
- To ensure that the benefits from tourism are equitably distributed throughout the country.

OBJECTIVE 7: TO DEVELOP A BALANCED, HIGH QUALITY AND COMPETITIVE TOURISM PRODUCT IN ST. VINCENT & THE GRENADINES

Strategic Interventions:

- Enhance the competitiveness and viability of the tourism product.
- Establish training support system to assist in developing a high quality human resource base and service-oriented industry.
- Expand the use of IT in marketing the destination.
- Establish financial support system to assist in the upgrading of relevant facilities and services.

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OBJECTIVE 8: TO INCREASE VISITOR ARRIVAL AND EXPENDITURE IN TARGET MARKETS

Strategic Intervention:

- Strengthen the marketing strategy for St. Vincent and the Grenadines, thereby ensuring flexibility, relevance and responsiveness to the global environment.

6.1.5 MANUFACTURING

The competitiveness of the manufacturing sector has been affected by constraints such as company size, finance, management and increased liberalisation. The continued development of the manufacturing sector will be pursued.



Photo 6.21: Annual Easter Regatta, Bequia

OBJECTIVE 1: TO IMPROVE THE QUALITY AND EXPAND THE RANGE OF MANUFACTURED PRODUCTS IN ST. VINCENT AND THE GRENADINES

Strategic Interventions:

- Strengthen the capacity for quality and competitiveness improvement programmes.
- Improve standards to international levels within the sector.
- Strengthen education and training programmes in the private and public sectors.
- Develop sectoral linkages with the tourism and agricultural sectors.
- Enhance the culture of research and development.
- Improve the development and application of modern technology within the sector.
- Constantly review the macroeconomic framework including the incentive regime in order to attract investment in the sector.
- Encourage joint production and marketing arrangements.
- Improve mechanisms for the provision of credit to the manufacturing sector.
- Improve the regulatory and legal framework for business activity.

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- Provide training and technical assistance to small manufacturers in the areas of product development, quality assurance and standards.

OBJECTIVE 2: TO ENHANCE THE CAPACITY TO EXPORT MANUFACTURED GOODS

Strategic Interventions:

- Expand and implement market development and penetration programmes.
- Promote product differentiation programmes for export markets and high value-added production.
- Encourage new investment in the sector to facilitate employment creation.
- Conduct research and development on markets abroad.

6.1.6 TRADE

St. Vincent and the Grenadines is a small open economy which relies on income from the export of commodities and services to create jobs, buy imports, and maintain an overall healthy balance in external accounts. Trade plays a significant role in the economy. Furthermore, the country is fiscally dependent on international trade transactions for revenue. The interventions advanced in the trade sector complement those articulated in Objective 1.6; under Goal 1.

OBJECTIVE 1: TO ENSURE THAT ST. VINCENT AND THE GRENADINES PRODUCES INTERNATIONALLY COMPETITIVE GOODS AND SERVICES

Strategic Interventions:

- Encourage Public-Private Sector partnerships in Trade Policy Formulation, Negotiation and Implementation.
- Strengthen Trade Policy instruments and institutions as a basis of reform of existing Trade Policy regimes/tools.
- Facilitate an enhanced collection, dissemination, and analysis of trade-related information.

- Develop a strategy for trade in services.
- Participate actively in external trade negotiations at the multilateral, regional and bilateral levels.
- Secure best outcomes for St. Vincent and the Grenadines in external trade negotiations.
- Participate in regional and international trade promotional activities.
- Facilitate increased intra-regional trade.
- Amend requisite legislation in conformity with international obligations.
- Strengthen institutional capacity in the relevant Ministries and Departments.

6.1.7 INVESTMENT

It is recognised that acceleration of investment is essential to achieve significant increases in economic growth and development. This will be facilitated through higher levels of private foreign and domestic investment leading to, among other things, increased income, job creation and poverty reduction.

OBJECTIVE 1: TO FACILITATE INVESTMENT GROWTH

Strategic Interventions:

- Enhance fiscal incentives for investment.
- Consolidate the administrative responsibility for investment concessions in one location.
- Strengthen legislative frameworks conducive to both local and foreign investment.
- Modernise investment legislation and regulations.
- Facilitate export development and enhance trade promotion.
- Market remote e-facilitation access using the Investor Data-Base.
- Advocate for legislative and institutional support to enhance the business climate.
- Strengthen the institutional capacity for investment promotion.
- Streamline the process for doing business in St. Vincent and the Grenadines.

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6.1.8 PRIVATE SECTOR

The private sector continues to play a vital role in shaping the globalisation process and social development in many economies through the creation of jobs and incomes. To achieve the aforementioned, the private sector builds on the combined strengths

and linkages among large, medium, small and micro enterprises. This enables them to be more dynamic, to enhance productivity, transfer and diffuse new industrial technologies, maintain competitiveness, and contribute to entrepreneurship development and ultimately poverty reduction.



Photo 6.22: Buccament Bay Resort

CHAPTER 6: SECTORAL OBJECTIVES AND STRATEGIES

OBJECTIVE 1: TO ENHANCE PRIVATE SECTOR DEVELOPMENT AND ENTREPRENEURSHIP, THEREBY STIMULATING ECONOMIC GROWTH AND CONTRIBUTING TO POVERTY REDUCTION AND IMPROVED WELFARE

Strategic Interventions:

- Implement the existing policy framework to influence the private sector into more productive activities.
- Promote improved access to affordable financing.
- Strengthen the institutional and regulatory capacity of public sector entities for promoting private sector development.
- Create an enabling environment for private sector institutions to operate.
- Strengthen public and private sector partnerships.
- Promote productivity enhancement at all levels within the private sector.
- Facilitate increased private sector representation in regional, hemispheric and global negotiations.
- Increase the use of ICT in private sector development.

6.1.9 CULTURAL INDUSTRIES

The national spirit of a people is determined and fashioned by cultural identity. This constitutes one of the critical ingredients for nation-building. This Plan recognises the importance of culture in the development process and articulates a vision for the positioning of culture in national life.

OBJECTIVE 1: TO HARNESS AND NURTURE THE CREATIVITY OF OUR PEOPLE AND DEVELOP THE ECONOMIC POTENTIAL OF THE VARIOUS DIMENSIONS OF CULTURE

Strategic Interventions:

- To preserve and maintain the cultural heritage, spiritual values and mores.
- Promote the continued production, marketing and distribution of cultural products.
- Create an environment which allows for the maximisation of revenue generation by cultural practitioners.
- Facilitate the globalisation of the Vincentian fashion industry.
- Develop the local performing arts as a vital form of cultural expression and as a source of employment.
- Create public institutional structures to enable the sustainable development of the Vincentian cultural industries.

6.2 SOCIAL SECTOR

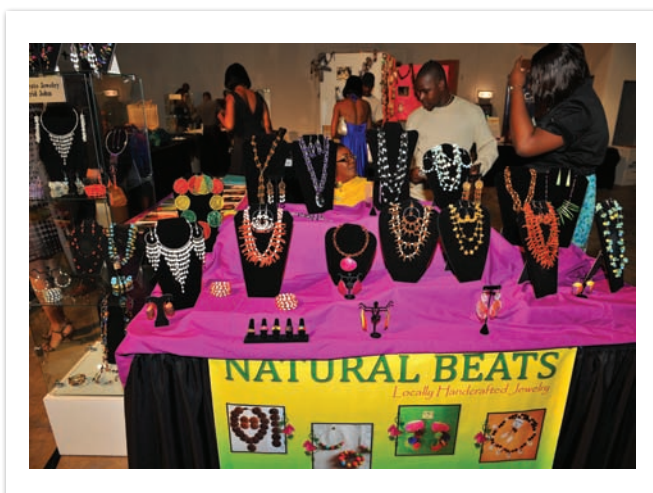


Photo 6.23: Locally Produced Jewellery

CHAPTER 6: SECTORAL OBJECTIVES AND STRATEGIES

6.2.1 EDUCATION

Education is vital for quality production, poverty reduction, social cohesion and the maintenance of cultural integrity. Hence, the development of the education system is an integral part of national development. Priority will be accorded to the development of requisite skills and competencies for productivity and economic growth, and ultimately the enhancement of the quality of life of all Vincentians. This is pivotal, given the framework of an enlarged and competitive labour market, further occasioned by the establishment of the Caribbean Single Market and Economy (CSME).



Photo 6.24: Primary School Children

OBJECTIVE 1: TO ESTABLISH A WELL-MANAGED, EFFECTIVE AND EFFICIENT EDUCATION SYSTEM THAT FOCUSES ON QUALITY AND RELEVANCE

Strategic Interventions:

- Improve organisational culture for management and delivery of quality education.
- Ensure the implementation of a curriculum that caters to the changing needs of society.
- Encourage greater participation in Science, Technology, Engineering and Mathematics (STEM).

- Provide accessible and modernised public libraries, archives and learning support centres.
- Improve the delivery of quality education through the use of ICT.
- Enhance early childhood education programmes.
- Improve standards of achievement by providing effective primary education.
- Upgrade secondary education programme for better delivery and results.
- Diversify the modalities by which post-secondary education is delivered, and access to life-long education is facilitated.
- Create a framework to integrate all aspects of technical and vocational education and training.
- Promote partnership in the management of schools between public and private sectors, NGOs, CSOs and FBOs.
- Improve the student-teacher ratio.
- Review and maintain school infrastructure.
- Increase the number of males who attain higher levels of education.

OBJECTIVE 2: TO PROMOTE STANDARDS OF EXCELLENCE AND PROFESSIONALISM IN PROGRAMME DELIVERY AND SERVICES

Strategic Interventions:

- Establish new and continue ongoing professional development programmes.
- Improve the learning environment.
- Establish standards of excellence in instruction and research.
- Strengthen the capability of tertiary institutions to deliver programmes and to produce a cadre of highly trained and certified teachers.
- Expand the system for accreditation of skilled professionals.
- Establish and support mentoring.

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OBJECTIVE 3: TO PROMOTE COMMUNITY INVOLVEMENT AND OPPORTUNITIES FOR CONTINUING EDUCATION THROUGHOUT ADULTHOOD

Strategic Interventions:

- Foster a culture of innovation and entrepreneurship to provide opportunities for lifelong learning.
- Establish and implement policies to ensure the inclusion of marginalised groups in the education system.
- Ensure that all learning resource centres are functional and provide the resources and programmes to meet the educational needs of the communities.
- Encourage involvement of parents in the educational development of the children.
- Encourage community mentorship programmes.

6.2.2 YOUTH

Youths account for just under 60 percent of the nation's population. Accordingly, serious efforts must be made to harness the full potential of Vincentian youth. Central to this is increasing the number of opportunities for training and avenues for obtaining gainful employment. The diverse challenges facing the youth must also be addressed as they have profound and indisputable socio-economic impact. To this end, positive values, which serve as protective factors in overcoming developmental challenges, must be engendered among the nation's youth.

OBJECTIVE 1: TO EMPOWER YOUTH TO MEANINGFULLY CONTRIBUTE TO NATIONAL DEVELOPMENT

Strategic Interventions:

- Strengthen the capacity of the Youth Affairs Department and the institutional framework for the provision of youth employment.

- Enhance the ability of youth to compete within CSME and the global environment through training and certification programmes.
- Build the entrepreneurial capacity of the youth.
- Enhance avenues for self-expression and personal development through arts and culture.
- Strengthen partnerships with the private and public sectors to facilitate mentorship and internship programmes.
- Implement social protection programmes for youth.
- Provide opportunities for vocational skills development and for 'second chance' programmes for completing secondary education.
- Extend and improve vocational coverage for marginalised youth.

OBJECTIVE 2: TO HIGHLIGHT AND ADDRESS YOUTH DEVELOPMENT ISSUES FROM THE LEVEL OF PUBLIC AWARENESS TO POLICY AND PROGRAMME IMPLEMENTATION

Strategic Interventions:

- Evaluate the impact of and strengthen programmes which address youth issues such as HIV/AIDS, drug and alcohol use, and unemployment.
- Update/implement policy for the care and protection of vulnerable youth.
- Develop and implement programs to reintegrate at-risk youth into society.
- Promote youth training and development as a pivotal component of the development process.
- Establish mechanism(s) whereby policies and programs for youth can be identified, formulated, implemented and evaluated.
- Provide avenues for leisure, self-expression, talent development and community service.

CHAPTER 6: SECTORAL OBJECTIVES AND STRATEGIES

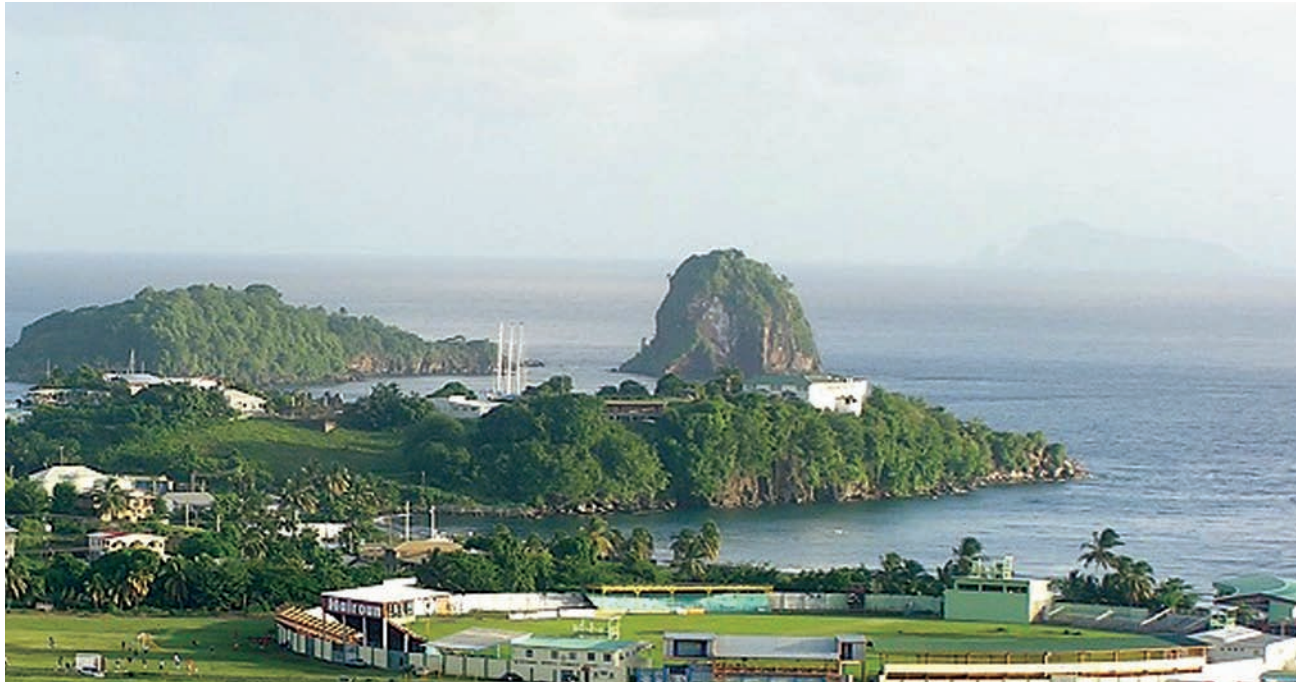


Photo 6.25: Arnos Vale Sporting Complex

OBJECTIVE 3: TO FOSTER AMONG YOUNG PEOPLE, IDEALS OF SOCIAL HARMONY, MUTUAL RESPECT, CULTURAL HERITAGE, NATIONAL VALUES AND INTERNATIONAL COOPERATION

Strategic Interventions:

- Increase opportunities for the youth to play effective roles in community-based programmes.
- Sensitise the youth to environmental problems and the concept of sustainable development.
- Provide technical and financial support to youth organisations, social and sports clubs.
- Encourage sound nutrition, physical education and sports among young people.
- Encourage and support exchange programmes and visits abroad.
- Promote youth participation in tourism and cultural events.

6.2.3 SPORTS

Human development includes physical development. Accordingly, it is imperative that this Plan advocates that St. Vincent and the Grenadines becomes a physically fit and healthy nation. This will be fostered through involvement by the population in physical education, sports and recreational activity.

OBJECTIVE 1: TO PROMOTE A HEALTHY ACTIVE AND PHYSICALLY FIT POPULATION THROUGH INVOLVEMENT IN PHYSICAL EDUCATION, SPORTS AND RECREATIONAL ACTIVITY

Strategic Interventions:

- Provide and maintain sporting and recreational facilities to acceptable standards.
- Ensure that physical education, sports and recreation are integral to Vincentian life.
- Stimulate greater public interest, support and participation in sports.

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- Establish and implement a national recreation and play policy especially for children.
- Upgrade the levels of skills and general competences of sports administrators.
- Encourage Sports Tourism as an integral component of national development.
- Encourage more persons to pursue sports as a career path.

6.2.4 COMMUNITY DEVELOPMENT

Community organisations serve as fundamental building blocks to national development. Development at the community level cannot be overlooked in the drive towards a better St. Vincent and the Grenadines. Community organisations (formal or informal) have a unique and vital role as they foster deeper interaction, and have potential for wider reach.

OBJECTIVE 1: TO FACILITATE SOCIAL, CULTURAL AND ECONOMIC DEVELOPMENT AT THE COMMUNITY LEVEL

Strategic Interventions:

- Encourage and support community-based and private sector initiatives.
- Provide more targeted technical and financial assistance programmes for business development.
- Improve physical and social infrastructure.
- Design and implement community development plans.
- Promote good governance in civil society organisations.
- Strengthen legislation governing civil society organisations.
- Facilitate community participation in national development.
- Institutionalise/formalise mechanisms for community involvement.

6.2.5 HOUSING

The elimination of sub-standard living conditions, through the provision of adequate housing is a major component of poverty reduction. In this regard, this Plan makes provision for widening access to housing financing, and to increase home ownership. Building codes must be effectively implemented and managed with ongoing monitoring and review, to ensure that codes sufficiently mitigate the threat of natural disasters and climate change.



Photo 6.26: Low Income Homes, Manning's Village, Byera

OBJECTIVE 1: IMPROVE THE HOUSING AND LIVING CONDITIONS OF ALL STRATA OF THE POPULATION

Strategic Interventions

- Implement the National Physical Development Plan.
- Develop a housing plan to address building codes and standards.
- Strengthen housing authority to effectively deliver mandate.
- Develop an effective land management and delivery system for housing development.
- Reduce the number of squatter settlements.
- Regularise and upgrade designated squatter settlements and relocate settlements where necessary.
- Increase access to housing.

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6.2.6 SOCIAL SECURITY

The relatively high dependency ratio and ageing population, as identified in the 2001 Population and Housing Census, require that proper attention be paid to the delivery of social services in St. Vincent and the Grenadines.

The institutional framework for the provision of social security must be enhanced to ensure that persons who can no longer actively contribute to the economy receive adequate care and protection. Focus should also be directed at reducing the number of persons in the 'poor and vulnerable' group.

OBJECTIVE 1: TO PROVIDE SOCIAL PROTECTION TO THE CITIZENS OF ST. VINCENT AND THE GRENADINES THROUGH PRUDENT FINANCIAL MANAGEMENT

Strategic Interventions:

- Transform social security into a programme designed to meet the present and future needs of the population.
- Increase the rate/degree of compliance in the collection of contributions.
- Expand coverage to target groups in the informal and formal sectors.
- Strengthen and reform the social security system to ensure sustainability.
- Increase the level of registration among the self-employed and voluntary contributors.
- Implement a prudent portfolio management approach to investment.
- Introduce a National Health Insurance System in St. Vincent and the Grenadines.

6.2.7 HEALTH

This Plan subscribes to the notion that access to good quality and affordable health care is critical to national growth and development. Priority will be accorded to

lifting the general health status of the population. Some of the more pressing challenges facing the health sector in St. Vincent and the Grenadines are fiscal constraints, changing family structures, ageing population, high rates of unemployment, relatively high levels of poverty, and an upsurge in non-communicable diseases.

OBJECTIVE 1: TO IMPROVE THE GENERAL HEALTH OF THE POPULATION

Strategic Interventions

- Strengthen administrative capacity in the health sector.
- Re-orient the primary health care system to create a more positive impact on the health status of the nation.
- Expand secondary and tertiary health care services to include new treatment modalities.
- Sustain health care achievements through health care financing and good governance.
- Strengthen inter-sectoral collaboration between public and private sectors in the delivery of health care services.
- Strengthen technical collaboration with local, regional and international partners, NGOs and civil society.

OBJECTIVE 2: TO IMPROVE THE NUTRITIONAL AND PHYSICAL STATUS OF THE POPULATION, THUS REDUCING THE BURDEN OF NUTRITIONAL DISORDERS AND CHRONIC NON-COMMUNICABLE DISEASES (CNCD) ON SOCIETY

Strategic Interventions:

- Establish the necessary mechanisms for inter-sectoral cooperation in food and nutrition.
- Establish and operationalise a National Food and Nutrition Surveillance System for assessment and monitoring of nutritional status and other related factors of the population.

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OBJECTIVE 3: TO ENHANCE THE MANAGEMENT OF COMMUNICABLE AND CHRONIC NON-COMMUNICABLE DISEASES

Strategic Interventions:

- Strengthen clinical management and improve surveillance of all communicable diseases.
- Improve all the supportive environments.
- Strengthen the human resource capacity for health care delivery.
- Enhance decision-making capacity through improved information systems, research, and monitoring and evaluation.
- Utilise behavioural modification techniques to encourage behavioural changes, targeting school children and adolescents.
- Introduce and conduct health promotion activities in the communities and at the workplaces.

OBJECTIVE 4: TO IMPROVE THE QUALITY OF MENTAL HEALTH CARE FOR THE POPULATION OF ST. VINCENT AND THE GRENADINES

Strategic Interventions:

- Strengthen community mental health outreach programmes.
- Enhance communication and education strategies on mental health issues.
- Provide modern, secure and appropriate facilities for the management of persons with mental disorders.
- Develop the supportive framework to mitigate against mental health disorders.

OBJECTIVE 5: TO REDUCE THE INCIDENCE OF HIV/AIDS AND IMPROVE THE QUALITY OF LIFE FOR PEOPLE LIVING WITH THE DISEASE

Strategic Interventions:

- Strengthen inter-sectoral management, organisational structures and institutional capacity.

- Strengthen HIV/AIDS prevention and control programmes.
- Strengthen care, support and treatment programme for people living with HIV/AIDS and their families.

6.2.8 POVERTY ERADICATION/REDUCTION

The Government of St. Vincent and the Grenadines has made a commitment towards achieving the Millennium Development Goals (MDGs) as a strategy to sharpen the increasingly challenging efforts of human advancement through poverty reduction.

OBJECTIVE 1: TO REDUCE POVERTY

Strategic Interventions:

- Formulate a National Poverty Reduction Strategy.
- Foster greater collaboration among public policymakers, civil society, private sector and academics to develop appropriate solutions to poverty.
- Strengthen the enabling environment for persons to become self-sufficient.
- Promote and facilitate the establishment of cooperatives as a mechanism for poverty reduction.
- Strengthen social protection networks.
- Strengthen the poverty information system.
- Enhance rural development.
- Promote community agri-business.
- Facilitate community-based tourism.
- Enhance the enabling environment for private sector investment.

6.3 GOVERNANCE

6.3.1 NATIONAL SECURITY

National Security is indispensable to the development of St. Vincent and the Grenadines. It is therefore imperative that capacity be enhanced to ensure a safe, peaceful and stable environment.

CHAPTER 6: SECTORAL OBJECTIVES AND STRATEGIES



Photo 6.27: Police Headquarters

OBJECTIVE 1: TO ENSURE A PEACEFUL, SAFE AND STABLE SOCIETY

Strategic Interventions:

- Improve and sustain initiatives that reduce criminality.
- Collaborate with member States of the OECS in particular, and the wider CARICOM region to ensure that the maritime resources of the nation are protected.
- Solidify initiatives to enhance border security including infrastructural development and training, ensuring a secure environment to conduct business.
- Enhance the information and intelligence-sharing mechanisms among the security forces locally, regionally and internationally.
- Amend legislation pertaining to national security, including the essential services.
- Collaborate with the international community on transnational and international security issues.

6.3.2 THE ROLE OF CIVIL SOCIETY

Active civil society participation is necessary for the good governance of the State. It is therefore imperative that CSOs, NGOs, FBOs, community-based groups and other interest groups play a role in policy-making and implementation.

OBJECTIVE 1: TO ENHANCE THE ROLE OF CIVIL SOCIETY IN GOVERNANCE

Strategic Interventions:

- Improve transparency and accountability in the public sector, civil society and the business community.
- Promote the role of the business community, trade unions, NGOs and CSOs in attaining and maintaining transparency and accountability.
- Ensure greater access to information and enhance the independent role of the media.
- Create an enabling environment for the development and empowerment of a non-partisan and autonomous civil society.
- Create an enabling environment for the greater integration of civil society in national development.



Photo 6.28: Consultation With Vincentians Abroad

6.3.3 DIPLOMACY

As a fledgling democracy, St. Vincent and the Grenadines must engage with more powerful, developed countries for the furtherance of national interests. The constraints to achieving this objective are many and varied.

Maintaining a physical presence in capitals around the world and attending international meetings and conferences where decisions impact national welfare are pivotal. These have proven to be costly. The Plan proposes several interventions with respect to the country's diplomacy.

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OBJECTIVE 1: TO STRENGTHEN DIPLOMACY

Strategic Interventions:

- Articulate and maintain a principled, focused and well-coordinated foreign policy.
- Deepen functional cooperation and widen regional economic space.
- Enable the free movement of labour and capital within CARICOM.
- Enhance the overseas missions' ability to undertake trade, tourism and investment promotions.
- Pursue joint representation with other OECS States and CARICOM Countries in important capitals around the world.
- Enhance existing bilateral relations.
- Support the mission of the United Nations to preserve and maintain international peace and security.
- Sensitise the citizenry about Government's foreign policy thrust.

6.3.4 INDUSTRIAL RELATIONS

Workers play a pivotal role in the development of any society. As such, careful attention must be paid to the relationship between workers and their employers. More specifically, focus must be vested upon the labour standards, occupational safety and the compensation for these wage earners. These aforementioned factors may impede the development thrust if they are unfavourable.

OBJECTIVE 1: TO PROMOTE HARMONIOUS INDUSTRIAL RELATIONS

Strategic Interventions

- Strengthen labour management entities to better deliver their functions.
- Develop appropriate guidelines to improve safety and health in the workplace.
- Improve the mechanisms within the Department of Labour for delivery of labour and industrial relations functions.

6.3.5 PUBLIC SECTOR REFORM

In order for the State to improve its standard of governance, this Plan articulates a vision for more efficient and effective delivery of public services.

OBJECTIVE 1: TO ENHANCE THE EFFECTIVENESS, EFFICIENCY AND EXPEDIENCY OF SERVICES PROVIDED BY THE STATE

Strategic Interventions:

- Encourage a customer friendly environment at all levels of the public service.
- Develop and maintain an effective communication network to facilitate and market the public sector to the entire citizenry.
- Strengthen the capacity of the public sector to manage the economy and deliver accountable, reliable and transparent public services.
- Improve cooperation between the public and private sector in formulating and implementing policies.

6.4 INFRASTRUCTURAL AND ENVIRONMENTAL SECTORS

6.4.1 ROADS

A properly functioning road network is essential for growth and development. As a consequence, the government has spent a significant proportion of its annual budget on the construction, upgrading and rehabilitation of roads. The road network has been improving over the years, in spite of challenges of the increased number and size of vehicles and the country's topography. Significant resources will be channelled to ensure that the road network is adequately maintained, upgraded and expanded.

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OBJECTIVE 1: TO UPGRADE THE COUNTRY'S ROAD NETWORK

Strategic Interventions:

- Develop a comprehensive road maintenance programme, supported by a time-bound asset management programme.
- Expand where possible, major roads to accommodate larger and longer vehicles.
- Reinforce and widen bridges.
- Upgrade village and feeder roads to facilitate greater rural economic activity.
- Embark on a comprehensive drainage-building programme.
- Redesign the Arnos Vale-Kingstown artery to alleviate the serious traffic problems at peak time.
- Develop a road safety public awareness programme.

6.4.2 AIRPORT DEVELOPMENT

The Government of St. Vincent and the Grenadines is cognisant of the positive impact of adequate air access to economic and social development. It is within this context that government has embarked on several initiatives aimed at enhancing airport development throughout the State. Strategic interventions regarding airport development are to a large extent, revolved around the completion and commencement of operations of the Argyle International Airport.

OBJECTIVE 1: TO IMPROVE AIR ACCESS TO ST. VINCENT AND THE GRENADINES

Strategic Interventions:

- Complete construction of the Argyle International Airport.
- Develop a marketing plan geared towards attracting long-haul carriers.
- Develop and improve quality of airport facilities.
- Increase operational safety of airports.
- Increase efficiency in the management of airport operations.

- Develop products and services for the air-transport industry.
- Enhance institutional capacity in line with international standards.

6.4.3 SEAPORT DEVELOPMENT

Modern seaport facilities are critical for growth and development and are an important component in the expansion of trade. St. Vincent and the Grenadines as a multi-island State depends heavily on sea transport for the intra-state movement of people and cargo. As a consequence, government is committed to ensuring that seaports are adequately maintained, well equipped and effectively managed.



Photo 6.29: Expanding Seaport Facilities

OBJECTIVE 1: TO MODERNISE AND EXPAND SEAPORT FACILITIES.

Strategic Interventions:

- Establish new ports.
- Improve the infrastructure at existing ports.
- Continue strengthening and upgrading the security at the ports.
- Upgrade security systems to prohibit the entry of illicit cargo.
- Improve the institutional capacity for seaport operation.

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- Sensitise the public on port administration and security measures.
- Ensure that all ports comply with industry standards, including safety and security measures.

6.4.4 INFORMATION AND COMMUNICATION TECHNOLOGY

The need to be on the cutting edge of information is important for St. Vincent and the Grenadines. The importance here is that at all times, firms and individuals must have access to the outside world, notwithstanding the different time zones.



Photo 6.30: Embracing technology

OBJECTIVE 1: TO INCREASE ACCESS AND USE OF INFORMATION AND COMMUNICATION TECHNOLOGY IN ALL ASPECTS OF LIFE

Strategic Interventions:

- Improve the quality of education and TVET through the integration of ICT.
- Encourage the use of ICT in all business operations.
- Expand e-government services.
- Improve educational management, administration and governance through effective ICT strategies.
- Enable greater equity in the allocation and use of health care resources by exploiting ICT

mechanisms to promote quality health care delivery and management in a cost effective manner.

- Increase access and affordability to broadband services.
- Increase bandwidth available to citizens.
- Increase the number of Information Technology Enabled Services (ITES).

OBJECTIVE 2: TO BUILD COMPETITIVENESS THROUGH THE USE OF ICT

The private sector can utilise new and emerging opportunities afforded them by ICT while bolstering their competitive edge in the CSME and the rest of the world.

Strategic Interventions:

- Encourage the use of ICT for transactions in the value chain and in the organisation.
- Increase institutional capacity within the ICT sector.
- Increase skills and capacity within the ICT sector.
- Advocate with other OECS members for lower telecommunication charges.
- Establish a comprehensive harmonised legal and regulatory framework.
- Encourage further investment in ICT.

OBJECTIVE 3: DEVELOP A ROBUST, COMPETITIVE, AND SUSTAINABLE NICHE ICT SECTOR DRIVEN BY SMES

Strategic Interventions:

- Fore-sighting and innovation mapping for the ICT sector to identify niche with a view to stimulating economic growth and development.
- Streamline the curriculum to create the critical mass to sustain the target niche.
- Establish the environment to bolster ICT incubators with a view to encouraging start-ups in priority areas.
- Create the policy environment to stimulate the telecommunication sector towards higher

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value-added products and services. This policy should speak towards access of independent value-added content providers to established networks.

- Utilise government procurement to stimulate capacity development of ICT start-ups/SMEs (current and potential).

6.4.5 ENERGY

The security of the energy supply is threatened by fears of declining global oil reserves, expansion in emerging industrial countries and continued conflict in some major oil-producing States. Consequent upon this, there is urgent need to explore renewable sources.

OBJECTIVE 1: TO HAVE AN ADEQUATE SUPPLY OF ENERGY AT AN AFFORDABLE PRICE

Strategic Interventions:

- Continue to explore other opportunities with friendly governments to obtain petroleum on concessionary terms.
- Liberalise the energy market to encourage private sector participation in renewable energy development.
- Improve the regulatory and administrative framework for the efficient functioning of the energy sector.
- Promote energy efficiency and conservation.

OBJECTIVE 2: TO ENCOURAGE EXPLORATION AND INCREASED UTILISATION OF RENEWABLE ENERGY TECHNOLOGIES

With the rising costs of fossil fuel, it is imperative that measures are employed to control energy consumption. This would not only impact positively on economic indicators but will also help in the preservation of the environment.

Strategic Interventions:

- Facilitate low-cost funding for solar water heaters in the household and business environments.
- Promote the use of photovoltaic cells.

- Establish wind farms in St. Vincent and the Grenadines.
- Explore the feasibility of geo-thermal energy.
- Encourage the use of bio-fuel at the industrial level.
- Adapt the national power-grid to accommodate grid-tie renewable energy.
- Maintain data base on relevant aspects of the energy sector.
- Encourage private sector participation in the development, financing and management of renewable energy projects.
- Develop expertise in renewable energy systems.

OBJECTIVE 3: TO PROMOTE ENERGY EFFICIENCY AND CONSERVATION PRACTICES AMONG CONSUMERS

With the increasing cost of non-renewable energy, there is a need to limit its use, while at the same time ensuring that the pace of development is not curtailed.

Strategic Interventions:

- Establish an extensive public education programme.
- Limit the purchase and use of vehicles which are not fuel efficient, in the public sector.
- Ensure that all newly constructed public buildings are energy efficient.
- Encourage research and adopt measures to minimise energy loss in transmission.
- Promote energy audits for key energy consuming sectors in industry, hotels, restaurants and public buildings.

6.4.6 ENVIRONMENTAL SUSTAINABILITY AND SOLID WASTE MANAGEMENT

Healthy ecosystems and the sustainable use of natural resources are integral components in the continued survival and development of human societies. Consequently, careful attention must be paid to environmental sustainability.

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OBJECTIVE 1: TO CONSERVE THE NATURAL RESOURCES OF THE COUNTRY

Strategic Interventions:

- Develop appropriate measures to protect the rich natural resources of the country.
- Develop alternative and sustainable livelihood programmes for local communities in protected areas.
- Provide incentives for the protection and restoration of natural resources.
- Develop and employ methodologies for the economic assessment and accounting of natural resources.



Photo 6.31: Dark View Falls Nature Walk

OBJECTIVE 2: TO EFFECTIVELY MANAGE BIOLOGICAL RESOURCES

Strategic Interventions:

- Manage and restore biological diversity where possible.
- Develop and implement an Integrated Watershed Management Plan.
- Develop and implement a Coastal Area Management Plan.
- Adopt measures to restore environmentally degraded areas.
- Strengthen the capacity of NGOs in environmental management.

- Strengthen the existing legal and institutional frameworks.

OBJECTIVE 3: TO ENSURE A CLEAN, SAFE AND HEALTHY ENVIRONMENT

Strategic Interventions:

- Minimise where possible, the discharge of pollutants in soils, water, air and the natural environment.
- Adopt and implement appropriate measures to adequately manage solid and liquid waste, including hazardous waste, and atmospheric pollutants.
- Develop a sustainable waste management system.
- Manage terrestrial, marine and atmospheric resources, organisms and eco-systems in a sustainable manner.
- Encourage the adherence to St. Vincent and the Grenadines' commitment under Multilateral Environmental Agreements (MEAs).
- Develop fiscal and other policy incentives to encourage environmentally sustainable imports and the use of local products with degradable content.

6.4.7 LAND USE PLANNING

St. Vincent and the Grenadines is a land of rugged terrain. Its development has been largely constrained by geographic and economic factors. Land space for ordered development or redevelopment is difficult to obtain except at high costs. It is therefore necessary to impose discipline on land-use, to better regulate it, and prevent the development of unplanned communities.

OBJECTIVE 1: TO MANAGE AND GUIDE THE GROWTH AND DEVELOPMENT OF THE STATE IN A SUSTAINABLE MANNER

Strategic Interventions:

- Create new growth poles along the north-east and western corridors to decentralise activities.
- Revitalise the other five towns to become

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multifunctional centres, thereby reducing the urge toward lower density development and encroachment on valuable agricultural lands.

- Restrict settlement in critical agricultural lands to ensure food security and agro-trade.
- Enforce land-use zoning legislation to protect the critical ecological balance and bio-diversity.

6.4.8 WATER

Access to safe drinking water is one of the basic human needs. It is therefore a key component of the development and survival of the Vincentian society. As the development process continues, competing uses of water create a strain on the supply of drinking water. This Plan advances strategies for the sustainable management of the country's water resources.

OBJECTIVE 1: TO ENSURE AN ADEQUATE, SAFE, RELIABLE AND SUSTAINABLE SUPPLY OF WATER AT AFFORDABLE PRICES

Strategic Interventions:

- Expand the water supply and distribution system.
- Improve the protection and management of water resources.
- Increase the economic viability of the provision of water services.
- Discontinue squatting, farming and other human activities around major water catchments.
- Develop and promote conservation measures and best water use practices to ensure optimal utilisation of the water resources.
- Improve the quality of the potable water supply.
- Expand the provision of potable water to the Grenadines.
- Upgrade the system for the collection, monitoring and management of hydrological and other data/information on water resources.



Photo 6.32 : Big Gut Water Catchment

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6.4.9 DISASTER MANAGEMENT

St. Vincent and the Grenadines is geographically located in an area that is highly vulnerable to natural disasters. It is therefore imperative that disaster preparedness mechanisms are enhanced.

OBJECTIVE: *TO ENHANCE THE CAPABILITY OF ST. VINCENT AND THE GRENADINES TO EFFECTIVELY PREPARE, RESPOND TO AND MITIGATE ALL DISASTERS*

Strategic Interventions:

- Establish a comprehensive Disaster Management Plan.
- Formulate procedures to ensure that all commercial and public buildings have disaster plans.
- Build resilience at the community level.
- Develop land-use and maritime plans.
- Ensure adherence to the Building Codes.
- Develop post-trauma needs assessment programmes.
- Acquire air-assets to perform search and rescue.



Photo 6.33: Sea Defence, Layou

CHAPTER 7



CHAPTER 7: IMPLEMENTATION, MONITORING AND EVALUATION

7.1 FINANCING AND IMPLEMENTATION

A multi-tiered planning horizon will be used in implementing the Plan. The 13-year Plan delineates a strategic roadmap to 2025 as well as an implementation agenda for the short- to medium-term. The long-term horizon involves the development of a 13-year perspective, from 2013 to 2025, which sets the overall development goal while the medium-term horizon provides specific objectives, strategies and action plans.

The recurrent expenditure is foreseen to be financed from local revenues. These are projected to grow in line with GDP growth, as well as gains from reform measures that address inefficiencies and waste. The capital financing depends significantly, in the medium term, on external grants and loans, moving in the long term to greater contributions from domestic revenues. The aggregate recurrent and capital expenditure for the three-year period, 2013-2015, is projected to be EC\$2.3 billion.

The preparation of medium-term strategies will be undertaken at three-year intervals to guide revisions to the long-term Plan. These revisions would inform the annual budgets. Although overall responsibility for monitoring and evaluating implementation of the Plan lies with the Ministry of Finance and Economic Planning, other public sector agencies, the private sector and NGOs also have critical roles.

In the medium term, capital expenditure is expected to sum to EC\$702.9 million. An estimated EC\$119.3 million will be financed by capital revenue, and EC\$136.1million through existing grant agreements. Another EC\$191 million will be financed by contracted external borrowing, most of which are on highly concessional terms. In addition to external borrowing and grants, domestic loan financing is projected at EC\$195.3 million. Further financing is required of EC\$61.2 million to complete implementation of the capital programme for the medium term.

The participation of the private sector and NGOs would increase the efficiency with which development projects and programmes are implemented and lead to sustainable development. Most importantly, it will empower the people of St. Vincent and the Grenadines to participate meaningfully in the decision-making process.

MONITORING AND EVALUATION

Monitoring and evaluation are vital to ensure higher performance and greater accountability. The government will thus give priority to continuous monitoring of progress on the 2013-2025 National Economic and Social Development Plan (NESDP). The Government will establish the modalities for annual monitoring as well as three-yearly reviews and a final review of the outcome of the Plan.

ANNUAL MONITORING

Ministries and agencies will be expected to report on Plan progress in their annual reports. The Ministry of Finance and Economic Planning will coordinate the monitoring of Plan progress by reviewing annual reports from Ministries, departments and agencies. Performance will be assessed, based on the indicators agreed to *a priori*, and appended.

CHAPTER 7: IMPLEMENTATION, MONITORING AND EVALUATION

The Ministry of Finance and Economic Planning will be required to report annually to the Cabinet on overall progress in the implementation of the Plan, through the Minister. In addition, triennial reviews will be undertaken with a view to assessing the relevance, efficiency and effectiveness with which it was implemented.

7.2 CONCLUSION

St. Vincent and the Grenadines, as a small island open economy faces challenges in adapting to a rapidly changing international environment and in re-orienting its relationship with it. The countries which are the destinations of its outward bound citizens and on which

it relied for foreign exchange earnings and investments, are themselves experiencing their own economic challenges. The governance structure has to conform to a participatory mode, engaging the entire citizenry in re-engineering its economy to face momentous change in the global economy. The challenge is reminiscent of earlier crises – the Great Depression, the collapse of the Federation of the British West Indies, and more recently, the elimination of preferences for its banana industry that was the mainstay of the economy and particularly vital for rural incomes. The Plan provides the framework over a medium to long term for the Government, private sector and civil society to coordinate their efforts in responding to these challenges, which if appropriately addressed, will result in improved quality of life for all Vincentians.



APPENDIX



APPENDIX I: PLANNING MATRIX - GOAL 1: RE-ENGINEERING ECONOMIC GROWTH

Objective	Strategic Interventions	Outcomes
<p>Objective 1.1: To maintain strong macroeconomic fundamentals.</p>	<ul style="list-style-type: none"> • Continue the implementation of sound fiscal and financial policies. • Further strengthen tax administration. • Reduce the debt to GDP ratio within acceptable prudential limits. • Develop niche markets for new and existing exports. • Maintain a stable currency within the Eastern Caribbean Currency Union (ECCU) and ensure efficacious regulation of the banking system. • Reduce and maintain stable inflation rate. • Increase employment opportunities. • Strengthen linkages between productive sectors. • Strengthen investment regime. • Regulate all non-banking financial institutions. 	<ul style="list-style-type: none"> • Increased national wealth. • Investment base of the productive sectors is increased. • Economic activity is increased as a result of a more equitable distribution of income and wealth in St. Vincent and the Grenadines. • Jobs created. • Poverty reduced, consistent with MDGs. • Increased annual rates of returns from productive sectors. • Debt to GDP ratio not exceeding 60 percent. • The attainment of near to full employment. • Average real economic growth in excess of 6.0 percent, annually. • Minimum Central Government savings of 3.0 percent of GDP. • Average annual inflation rate not exceeding 3 percent. • An external current account deficit not exceeding 2.5 percent of GDP. • Current revenue to GDP ratio of 30 percent.

APPENDIX I: PLANNING MATRIX - GOAL 1: RE-ENGINEERING ECONOMIC GROWTH

Objective	Strategic Interventions	Outcomes
<p>Objective 1.2: To revitalise the agricultural and fisheries sector</p>	<ul style="list-style-type: none"> • Stimulate private sector investment in the agricultural sector and encourage public-private partnership. • Modernise, increase productivity, efficiency and competitiveness in the agricultural sector. • Increase export market access for diversified agricultural produce. • Improve the legislative and institutional framework to foster commercialisation of the agricultural sector. • Encourage the facilitation of agricultural credit. • Create an effective policy formulation mechanism and improve the policy framework for agricultural development. • Promote the sustainable use of land, forestry and marine resources. • Further develop the fisheries sector. • Facilitate the commercialisation of the livestock sector. • Expand agro-processing. • Increase youth involvement in agriculture, especially through agricultural training and access to land. 	<ul style="list-style-type: none"> • Increased yields and earnings. • Improved food security. • Increased market access for agricultural produce. • Sustainable use of land, forestry and marine resources. • Increased contribution of agriculture to the domestic economy.
<p>Objective 1.3: To stimulate growth in the tourism sector</p>	<ul style="list-style-type: none"> • Increase the awareness of the value of the tourism industry in St. Vincent and the Grenadines. • Fashion a comprehensive marketing strategy that capitalises on the diverse characteristics of the multi-island State. • Strengthen sectoral linkages with tourism and other sectors of the economy. • Increase capacity for tourism and the quality of tourism plant. • Develop a more authentic tourism product that protects the environment and utilises as far as possible local inputs. • Facilitate the development of quality small hotels and ancillary facilities by local entrepreneurs. • Encourage viable FDIs in the tourism sector. • Improve skills base. 	<ul style="list-style-type: none"> • A flexible, reliable and responsive tourism industry. • Increased awareness of the Vincentian cultural heritage. • Increased tourism earnings. • Increased employment opportunities for citizens. • A competitive and viable tourism sector.

APPENDIX I: PLANNING MATRIX - GOAL 1: RE-ENGINEERING ECONOMIC GROWTH

Objective	Strategic Interventions	Outcomes
<p>Objective 1.4: To develop the financial sector.</p>	<ul style="list-style-type: none"> • Develop and modernise the non-banking financial sector in the context of financial market efficiency. • Expand the financial sector in keeping with international standards. • Review legislative and institutional framework to facilitate further development of the international financial services sector. • Expand the range of financial assets in which Vincentians at home and abroad can invest. • Enhance the 'doing business' strategy for St. Vincent and the Grenadines. • Actively encourage the amalgamation and strengthening of indigenous commercial banks. • Encourage the growth of capital markets. • Develop a financial literacy strategy. • Develop new opportunities for SMEs to access credit. 	<ul style="list-style-type: none"> • Tax revenues and foreign exchange inflows are increased. • Increased ratio of domestic savings to GDP and investment. • Substantial growth in the non-bank financial sector. • A modern financial and capital market. • Improvement in the range of financial services. • Increased entrepreneurship. • Boost employment opportunities.
<p>Objective 1.5: To enhance the role of the private sector and manufacturing in economic and social development in conjunction with the State and co-operative sectors.</p>	<ul style="list-style-type: none"> • Implement the existing comprehensive policy framework to influence the private sector into more productive activities. • Strengthen the institutional and regulatory capacity of public sector entities for promoting private sector development. • Strengthen public and private sector partnerships. • Promote innovation and productivity at all levels within the private sector. • Facilitate increased private sector representation in regional, hemispheric and global negotiations. • Increase the use of ICT in private sector development. • Promote improved access to affordable financing. 	<ul style="list-style-type: none"> • Achievement of significantly high computer literacy rate among all Vincentians. • At least one (1) computer per household. • An increase in the range of business enterprises utilising modern information and communication technology. • Availability and dissemination of accurate and timely data. • Economic maturation of ICT by 2025.

APPENDIX I: PLANNING MATRIX - GOAL 1: RE-ENGINEERING ECONOMIC GROWTH

Objective	Strategic Interventions	Outcomes
<p>Objective 1.6: To attain a strong and sustainable external trade position.</p>	<ul style="list-style-type: none"> • Develop and implement an export strategy in collaboration with regional and international trading agreements. • Target niche markets for new and existing agricultural produce and manufacturing goods. • Modernise and expand agricultural production for export. • Further develop the services sector. • Promote the development and export of new types of services, in particular professional, cultural, sports, educational, health and other services. • Promote the awareness and possibilities available for export under the Economic Partnership Agreement (EPA). • Provide appropriate incentives to stimulate export development. • Enhance the range and quality of goods manufactured in St. Vincent and the Grenadines for both domestic consumption and export. • Improve institutional capacity in investment promotions. • Safeguard intellectual property as far as possible. • Establish a research-driven Market Institute to inform our export production thrust. 	<ul style="list-style-type: none"> • Export strategy finalised and implemented by 2015. • A significant increase in the penetration of new markets. • Increased volume of exports. • Increased foreign exchange earnings. • An operational market intelligence system. • International airport operational by 2014. • Improve the level of agriculture contribution to trade.

APPENDIX I: PLANNING MATRIX - GOAL 1: RE-ENGINEERING ECONOMIC GROWTH

Objective	Strategic Interventions	Outcomes
<p>Objective 1.7: To develop the Information and Telecommunications services sector.</p>	<ul style="list-style-type: none"> • Formulate and implement a clearly focused national policy for information and communication technology interventions. • Strengthen the regulatory framework of the information and telecommunications services sector. • Explore opportunities offered by developments in information technology. • Enhance inflows of technology into the economy through the use of knowledge parks and centres of excellence. • Encourage and support the provision of requisite human resource development by both private and public sectors, and through opportunities for life-long learning provided by distance education. • Continue to liberalise the telecommunications sector. • Establish a comprehensive e-government system. 	<ul style="list-style-type: none"> • Highly computer literate Vincentians. • At least one computer in each household. • Most adults engaged in adult education. • An increase in the range of business enterprises utilising modern information and communication technology. • Improved availability and dissemination of accurate and timely public data. • Economic maturation of ICT by 2025. • Improved incubators for ICT research and innovations.
<p>Objective 1.8: To enhance productivity and competitiveness.</p>	<ul style="list-style-type: none"> • Promote best practices and increase training opportunities to enhance productivity. Ensure that resources are channelled into the most productive activities. • Reduce the costs of doing business in St. Vincent and the Grenadines by, inter alia: <ul style="list-style-type: none"> • improving energy efficiency; • increasing productivity; • enhancing efficiency in public delivery of doing business; • implementing a judicious mix of fiscal and monetary policies. • Encourage more research and development. • Facilitate the application of technology, the growth of e-commerce and the development of an appropriate regulatory environment. • Expand social protection programmes for workers. 	<ul style="list-style-type: none"> • A significant increase in the number of new enterprises established and licensed. • A substantial increase in St. Vincent and the Grenadines' international price and quality competitiveness. • A productivity institute established by 2015. • Improved organisational performance. • An improved labour environment that facilitates increased productivity and satisfaction.

APPENDIX I: PLANNING MATRIX - GOAL 1: RE-ENGINEERING ECONOMIC GROWTH

Objective	Strategic Interventions	Outcomes
<p>Objective 1.9: To maximise benefits through integration into the OECS Economic Union, CSME and Global Economy.</p>	<ul style="list-style-type: none"> • Maximise opportunities for the trade of goods and services within the OECS, CSME, the Americas, Europe and other regions. • Continue to implement OECS and CSME provisions with the objective of creating a common market across the Caribbean. • Encourage Vincentian businesses to establish strategic alliances to capitalise on market opportunities regionally and internationally. • Clearly define and advance strong positions in support of the CSME in such negotiations as the FTAA, the ACP-EU, and the WTO. • Encourage and support family-owned businesses to divest and enlist in the Regional Securities Markets. 	<ul style="list-style-type: none"> • Improved capacity of St. Vincent and the Grenadines’ firms to compete. • Global networks and strategic alliances established. • Increased movement of skilled labour.
<p>Objective 1.10: To boost economic activity in the construction sector.</p>	<ul style="list-style-type: none"> • Improve the physical infrastructure including roads, bridges and government buildings. • Enhance training programmes for certification of skilled artisans. • Strengthen cooperation with the private sector to encourage an apprentice system. • Enhance the enabling environment for investment in the construction sector. 	<ul style="list-style-type: none"> • Increased investment in construction. • Increased employment for all Vincentians. • Increased growth. • Increased number of skilled artisans.
<p>Objective 1.11: To optimise the economic contribution made by ocean resources.</p>	<ul style="list-style-type: none"> • Establish and implement a comprehensive integrated Ocean Governance policy. • Strengthen the existing legal and institutional frameworks to encourage integrated approaches to marine management and to reduce environmental degradation. • Identify economic priorities for future development of marine sectors/ resources in St Vincent and the Grenadines. • Develop and employ methodologies for the economic assessment and accounting of marine resources. • Increase public awareness with regard to ocean governance issues. 	<ul style="list-style-type: none"> • Increased coordination of marine management among agencies. • Enhanced economic contribution of existing marine-based activities. • Increased trade and economic activity.

APPENDIX 1 - PLANNING MATRIX - GOAL 2: ENABLING INCREASED HUMAN AND SOCIAL DEVELOPMENT

Objectives	Strategic Interventions	Outcomes
<p>Objective 2.1: To reduce poverty.</p>	<ul style="list-style-type: none"> • Formulate a National Poverty Reduction Strategy. • Foster greater collaboration among public policy makers, civil society, private sector and academics to develop appropriate solutions to poverty. • Create the enabling environment for greater job opportunities and for persons to become more self-sufficient. • Strengthen social protection networks. • Enhance rural development. 	<ul style="list-style-type: none"> • Improved standard of living and quality of life of the poor. • Reduction in the levels of poverty. • Reduction in inequality.
<p>Objective 2.2: To create jobs and reduce the levels of unemployment</p>	<ul style="list-style-type: none"> • Facilitate private sector development • Increase efficiency in the implementation of the Public Sector Investment Programme • Focus on skills training, particularly among the youth • Enhance the image of agriculture in the population • Encourage innovation and entrepreneurship, including ICT • Encourage “green growth” 	<ul style="list-style-type: none"> • Reduction of levels of unemployment, particularly among young people • Higher rates of implementation of capital programmes • Increased market-specific skill sets among the working population • Re-creation of an agrarian culture and increased land usage for food production • Greater levels of innovation and creativity • Increased employment in “green economy” jobs
<p>Objective 2.3: To create an adaptable, functional and literate population.</p>	<ul style="list-style-type: none"> • Improve organisational structure for management and delivery of education. • Ensure that the curricula are specifically tailored to meet the needs of the society. • Encourage greater participation in Science, Technology, Engineering and Mathematics (STEM). • Improve the quality of primary and secondary education. • Enhance the capability of post-secondary institutions. • Improve the level of participation and achievement of males in the school system. • Strengthen the management and delivery of adult and continuing education and access to post-school opportunities for life-long education. 	<ul style="list-style-type: none"> • Adaptable curricula consistent with development needs. • Improved academic performance at all levels of the education system. • Improved skills set in St. Vincent and the Grenadines. • Increased use of ICT in the delivery of the curricula. • Improved participation and achievement of males at all levels of the education system. • Increased worker productivity.

APPENDIX 1 - PLANNING MATRIX - GOAL 2: ENABLING INCREASED HUMAN AND SOCIAL DEVELOPMENT

Objectives	Strategic Interventions	Outcomes
<p>Objective 2.4: To promote self-care interventions and healthy lifestyle practices.</p>	<ul style="list-style-type: none"> • Expand secondary and tertiary health care services to include new treatment modalities. • Strengthen primary health care programmes and services. • Institutionalise sustainable health care financing modality. • Modernise the administrative, policy and legislative framework within the health sector. • Strengthen programmes for the prevention and control of both communicable and non-communicable diseases. • Strengthen health and relevant multi-sectoral systems to provide appropriate, comprehensive, integrated HIV prevention, treatment, care and support programmes. • Strengthen the mental health services. • Foster the environment for an active, physically and mentally fit nation. 	<ul style="list-style-type: none"> • Increased health and productivity of the working segment of the population. • Increased life expectancy. • Reduced infant mortality rate. • Improved quality of geriatric services. • Improved quality of mental health services.
<p>Objective 2.5: To facilitate social, cultural and economic development at the community level.</p>	<ul style="list-style-type: none"> • Encourage and support community-based and private sector initiatives. • Improve physical and social infrastructure at the community level. • Promote good governance in civil society organisations. • Facilitate community participation in national development. 	<ul style="list-style-type: none"> • More resilient communities. • Comprehensively developed, balanced and integrated communities. • Enhanced community participation in national development.

APPENDIX 1 - PLANNING MATRIX - GOAL 2: ENABLING INCREASED HUMAN AND SOCIAL DEVELOPMENT

Objectives	Strategic Interventions	Outcomes
<p>Objective 2.6: To empower the youth to meaningfully participate in and contribute to national development.</p>	<ul style="list-style-type: none"> • Build the entrepreneurial capacity of the youth. • Increase youth involvement in agriculture. • Enhance avenues for development including, inter alia; arts, culture and sports. • Develop and implement programmes to re-integrate at-risk youth into society. • Use media and social marketing to engender positive values in the youth. • Enhance the ability of the youth to compete within CSME and the global environment. • Strengthen partnership with the private and public sectors to facilitate mentorship and internship programmes. • Modernise the legal, judicial and security systems for the protection of youth. 	<ul style="list-style-type: none"> • Increased youth employment. • Increased youth entrepreneurship. • Increased youth contribution to growth. • Increased youth involvement in community development. • Increased marketability of youth.
<p>Objective 2.7: To improve the housing and living conditions of the population.</p>	<ul style="list-style-type: none"> • Implement the National Physical Development Plan. • Regularise existing squatter settlements. • Implement legislative and other measures to prevent further squatter settlements. • Strengthen land titling policy. • Increase access to housing. • Strengthen the legislative framework governing housing. 	<ul style="list-style-type: none"> • Increased home ownership in St. Vincent and the Grenadines. • Decreased homelessness and sub-standard living conditions..
<p>Objective 2.8: To facilitate the protection and inclusion of vulnerable and marginalised groups.</p>	<ul style="list-style-type: none"> • Strengthen and implement specifically targeted safety net programmes. • Reform social security. • Modernise legislation to protect special populations from discrimination. • Improve governance of social investment programmes. • Encourage greater participation and inclusion of historically marginalised groups in the development process. • Review, upgrade and implement policies to improve the welfare of the elderly and the differently-abled. 	<ul style="list-style-type: none"> • Increased home ownership in St. Vincent and the Grenadines. • Decreased homelessness and sub-standard living conditions. • Increased access to housing finance. • Equal rights and opportunities in place for vulnerable groups. • Social security benefits and coverage increased for the elderly and underprivileged. • Increased participation of marginalised groups in national development.

APPENDIX 1 – PLANNING MATRIX - GOAL 3: PROMOTING GOOD GOVERNANCE AND INCREASING THE EFFECTIVENESS OF PUBLIC ADMINISTRATION

Objectives	Strategic Interventions	Outcomes
<p>Objective 3.1: To enhance participatory democracy, accountability, transparency, effectiveness and efficiency in the provision of public goods and services</p>	<ul style="list-style-type: none"> • Improve the legislative framework governing public administration. • Strengthen the institutional capacity for monitoring and evaluation. • Encourage the public’s participation in assessing the transparency, quality and reliability of services provided. • Modernise the public relations communication system. • Improve private and public sector partnerships. • Increase the use of ICT and e-government in the delivery of services. 	<ul style="list-style-type: none"> • Timely publication and dissemination of statistical and other public data. • Increased confidence in the functions and undertakings of government. • A highly productive and innovative public sector. • Improved operational standards and procedures within the public service.
<p>Objective 3.2: To develop and maintain a peaceful, safe and secure society.</p>	<ul style="list-style-type: none"> • Enhance institutional capacity in modern detection techniques and crime-solving. • Broaden legislative framework to address new forms of crime. • Improve security of national borders. • Enhance rehabilitation programmes within penal reform institutions. • Improve the policy framework for the governance of the security sector. • Strengthen the institutional capacity for the delivery of security services. 	<ul style="list-style-type: none"> • Enhanced border security. • Reduction in criminal activities. • Improved relations between civilian population and security services. • Improved security services to the population.
<p>Objective 3.3: To lift the quality of the judicial and legal system and to enhance public confidence in it</p>	<ul style="list-style-type: none"> • Increase public awareness of the judicial and legal system. • Provide avenues to ensure that justice is available and accessible to all. • Provide mechanisms for accountability of persons in the legal fraternity. • Strengthen the institutional capacity of the justice system to deliver better services. 	<ul style="list-style-type: none"> • The public is educated about their legal rights and avenues for redress. • The public is aware of the operations of the judicial and legal system. • Greater access to legal services. • An efficient and effective judicial system. • Improved confidence in the legal and judicial system.
<p>Objective 3.4: To enhance the role of civil society in the maintenance of democracy.</p>	<ul style="list-style-type: none"> • Institutionalise consultations with civil society on economic, political and social policies. • Ensure government policies are more responsive to the needs of civil society. 	<ul style="list-style-type: none"> • Wider participation of the civil society in decision-making and governance. • Increased understanding by civil society of government policies. • Increased policy dialogue within NESDC and the wider society.
<p>Objective 3.5: To widen and deepen diplomatic relations.</p>	<ul style="list-style-type: none"> • Deepen and widen regional and international strategic alliances. • Develop mechanisms to exploit fully agreements at the regional level. • Ensure effective representation. • Enhance the engagement of the Diaspora in decision-making and the State’s foreign policy. 	<ul style="list-style-type: none"> • Enhanced benefits emanating from diplomatic relations.

APPENDIX 1 – PLANNING MATRIX - GOAL 4: IMPROVING PHYSICAL INFRASTRUCTURE, PRESERVING THE ENVIRONMENT AND BUILDING RESILIENCE TO CLIMATE CHANGE

Objective	Strategic Interventions	Outcomes
<p>Objective 4.1: To optimise the use of limited land space.</p>	<ul style="list-style-type: none"> • Develop a comprehensive system for the sustainable management of land resources. • Develop national land use policies and land-use zoning plans. • Develop a national land bank system to reduce the amount of under-utilised arable land. • Encourage and support security of tenure for lands. • Enhance the capacity for land management in St. Vincent and the Grenadines. • Preserve critical forest areas. 	<ul style="list-style-type: none"> • A better coordinated land-use policy. • Increase use of arable land for agriculture. • Modern land bank system in place. • Increased agricultural production. • Legislative framework in place to manage land use.
<p>Objective 4.2: To upgrade the road network in St. Vincent and the Grenadines.</p>	<ul style="list-style-type: none"> • Develop a comprehensive road maintenance programme. • Upgrade village and feeder roads to facilitate greater rural economic activity. • Embark on a comprehensive drainage building programme. 	<ul style="list-style-type: none"> • Increased economic activities in rural communities. • Reduction in vehicular operating costs. • Reduction in road accidents. • Reduction in traffic congestion. • Well maintained roads. • The efficient movement of people, goods and services. • Reduction in carbon emission from vehicles.
<p>Objective 4.3: To improve air access to St. Vincent and the Grenadines, including the Construction of an international Airport</p>	<ul style="list-style-type: none"> • Complete construction of the Argyle International Airport. • Develop marketing plan geared towards attracting long-haul carriers. • Develop and improve quality of airport facilities. • Increase operational safety of airports. • Enhance institutional capacity in line with international standards. 	<ul style="list-style-type: none"> • Increased economic growth. • Increased tourist arrivals. • Increased exports. • Increased access to non-traditional markets. • Improved efficiency in the movement of people, goods and services. • Higher levels of employment.
<p>Objective 4.4: To modernise and expand seaport facilities.</p>	<ul style="list-style-type: none"> • Improve the infrastructure at existing seaports. • Continue strengthening and upgrading the security at the ports. • Strengthen institutional capacity at seaports. • Sensitise the public on port administration and security measures. 	<ul style="list-style-type: none"> • Increased revenue. • Improved border security. • Increased trade and economic activity. • Strengthened quarantine measures. • Increased overall efficiency in seaport operations.

**APPENDIX 1 – PLANNING MATRIX - GOAL 4:
IMPROVING PHYSICAL INFRASTRUCTURE, PRESERVING THE ENVIRONMENT AND BUILDING
RESILIENCE TO CLIMATE CHANGE**

Objective	Strategic Interventions	Outcomes
<p>Objective 4.5: To enhance the capability of St. Vincent and the Grenadines to prepare effectively for, respond to and mitigate disasters.</p>	<ul style="list-style-type: none"> • Establish an effective hazard modelling system. • Revise the existing National Disaster Management Plan to incorporate climate change. • Build resilience at the community level. • Strengthen capacity to undertake search and rescue operations. 	<ul style="list-style-type: none"> • Enhanced public health system that would adequately respond to major emergencies and quarantine capabilities. • Built environment better able to withstand disasters. • Reduction in hazardous land occupancy. • Reduction in maritime hazards. • Communities better equipped to prepare, respond to and mitigate disasters. • Reduced casualties and damage to property consequent upon disaster. • Strengthened search and rescue arrangements.
<p>Objective 4.6: To ensure an adequate, safe, reliable and sustainable supply of water.</p>	<ul style="list-style-type: none"> • Expand the water supply and distribution system to include the Grenadines. • Improve the protection and management of water resources. • Develop measures to promote sustainability of the water supply. • Improve the quality of the potable water supply. • Establish a national water commission. • Strengthen the existing Integrated Watershed Management Plan. • Upgrade the system for the collection, monitoring and management of hydrological and other data on water resource. • Review and amend legislation regarding water supply and usage. 	<ul style="list-style-type: none"> • Access to potable water by all households. • Cost-effective and efficient water provision. • Improved potable water quality. • Provision of a reliable water supply to the Grenadines. • Improved national water management system.
<p>Objective 4.7: To conserve the natural resources of the country through effective utilisation and management.</p>	<ul style="list-style-type: none"> • Develop appropriate measures to restore and protect the natural resources of the country. • Develop alternative and sustainable livelihood programmes for local communities in protected areas. • Develop and employ methodologies for the economic assessment and accounting of natural resources. • Develop and implement a Coastal Area Management Plan. • Strengthen the existing legal and institutional frameworks to discourage environmental degradation. • Advance research on biological resources. 	<ul style="list-style-type: none"> • Reduced deforestation. • Improved management of natural resources. • Increased community awareness and involvement in protection and management of resources. • Environmental impact assessment integrated within the development process. • Economic valuation of natural resources. • Improved watershed and coastal management institutionalised. • Enhanced and supportive legal and regulatory frameworks. • Improved database for the preservation of biodiversity.

APPENDIX 1 – PLANNING MATRIX - GOAL 4: IMPROVING PHYSICAL INFRASTRUCTURE, PRESERVING THE ENVIRONMENT AND BUILDING RESILIENCE TO CLIMATE CHANGE

Objective	Strategic Interventions	Outcomes
<p>Objective 4.8: To ensure a clean, safe and healthy environment.</p>	<ul style="list-style-type: none"> Strengthen the nationwide waste management system. Manage terrestrial and eco-systems in a sustainable manner. Enhance the capacity at the Ministry responsible for the environment as well as strengthen its ability to collaborate with other agencies. 	<ul style="list-style-type: none"> Reduction in the level of pollutants in the environment. A comprehensive and effective recycling programme established. Safe and sustainable use of natural resources. Waste to energy initiative developed.
<p>Objective 4.9: To reduce the dependence on imported fuel.</p>	<ul style="list-style-type: none"> Encourage research and exploration of renewable sources of energy. Develop a legislative framework to promote energy efficiency. Establish an energy conservation plan. Encourage production and use of renewable forms of energy. 	<ul style="list-style-type: none"> Legislation in place to promote energy efficiency and alternative sources of energy. Increased energy efficiency of public and private buildings. Private enterprises established to complement the production of renewable energy. A modern, expanded and adaptable power grid to accommodate various energy inputs. Increased production and use of energy from renewable sources. Public utilities commission established.
<p>Objective 4.10: To reduce the adverse impact of climate change.</p>	<ul style="list-style-type: none"> Increase public awareness with regard to climate change issues. Build resilience to minimise damage to settlement and infrastructure. Minimise damage to beach and shoreline integrity and marine ecosystems. Minimise the negative impact of climate change on agriculture and human health. Develop appropriate legislative and regulatory framework, for proper environmental management, and institutional systems for responding and mitigating effects of climate change. 	<ul style="list-style-type: none"> Increased awareness and responsiveness of the public in mitigating effects of climate change. Improved protection of the coastal and forested environment. Increased use of technology to minimise the effects of climate change on agriculture and human health. A legislative framework in place to build climate resilience.

APPENDIX 1 – PLANNING MATRIX - GOAL 5: BUILDING NATIONAL PRIDE, IDENTITY AND CULTURE

Objective	Strategic Interventions	Outcomes
<p>Objective 5.1: To instil in the citizenry a sense of national pride and appreciation of the history of St. Vincent and the Grenadines.</p>	<ul style="list-style-type: none"> • Encourage greater participation and involvement in nation building. • Encourage civic education in national development. • Engender greater respect for national symbols. • Strengthen avenues for self-expression in culture. 	<ul style="list-style-type: none"> • A greater sense of appreciation and pride in being a Vincentian.
<p>Objective 5.2: To engender a greater sense of community and social responsibility.</p>	<ul style="list-style-type: none"> • Promote greater community life and spirit. • Promote greater awareness of the cultural heritage of the different ethnic groups. 	<ul style="list-style-type: none"> • Stronger, more integrated and vibrant communities.
<p>Objective 5.3: To preserve, maintain and promote the cultural heritage of St. Vincent and the Grenadines.</p>	<ul style="list-style-type: none"> • Promote greater awareness of Vincentian heritage, including its pre-Columbian past, and use of authentic indigenous cultural items and services. • Improve the physical infrastructure to facilitate cultural expression. • Encourage the documentation and preservation of Vincentian culture. 	<ul style="list-style-type: none"> • Strengthened religious, moral, traditional and ethical values. • Increased participation in and appreciation of Vincentian culture.
<p>Objective 5.4: To maximise the contribution of cultural industries to economic growth.</p>	<ul style="list-style-type: none"> • Promote the continued production, marketing and distribution of cultural products. • Provide adequate protection and enforcement of intellectual property rights. • Develop and strengthen strategic alliances to promote cultural tourism and industries. • Promote strategic alliances with the private sector. • Facilitate the promotion of culture through opportunities available under the EPA and other agreements. 	<ul style="list-style-type: none"> • An economically viable cultural industry. • A more positive attitude to the value of culture.

APPENDIX II - MACRO-INDICATORS

Outcome Indicators	Base Year	2013
	2008 or most recent	
Growth of Real GDP	0.41 (2011)	2.0
Per capita GDP (EC\$)	19,113 (2011)	20,336
Debt service/Exports	76.0	74.8
Debt service/Govt. Revenue	26.6 (2010)	32.3
Debt/GDP	66.8 (2010)	67.4
Remittances (EC\$M)	63.50 (2011)	63.37
Inflation	3.2% (2011)	3.0%
BOP Current Account Balance/GDP	(28.77) (2011)	(31.09)
Fiscal Current Account/GDP	(32.8)	N/A
Money supply (EC\$M)	1,114	N/A
Unemployment rate	18.8 (2008)	N/A
Net enrollment rate	73.5 (2010)	N/A
Infant mortality rate	21.8 (2011)	N/A
Life expectancy	72	72
Literacy rate (2004)	89	N/A
Number of registered nurse per 10,000	32.0	N/A
Number of registered doctor per 10,000	7.6	N/A
Number of hospital beds per 1,000	2.1	2.1
Health expenditure-to-GDP	6.4	N/A
Population	97,985 (2010)	97,849 (2011)
GINI coefficient	0.41 (2008)	N/A
Poverty rate	30.2 (2008)	N/A
Vulnerability index	48.2	N/A
HDI	0.717 (2011)	N/A
% of persons with access to potable water	95 (2011)	97
Visitor arrivals by air	67,106 (2011)	68,113

APPENDIX III - PROJECTED PUBLIC SECTOR INVESTMENT, 2013-2015

Sectors	SOURCE OF FUNDS				
	Revenue	Local Loans	Grants	External Loans	Total
Fiscal Policy Management	4,379,800	1,012,000	310,000	-	5,701,800
Agriculture, Forestry & Fisheries	10,198,900	700,000	24,974,500	-	35,873,400
Tourism	-	3,617,300	19,581,227	-	23,198,527
Trade	-	-	227,700	-	227,700
Cultural Industries	-	900,000	-	-	900,000
TOTAL	14,578,700	6,229,300	44,865,727	-	65,673,727
Education	3,800,000	8,181,000	10,859,000	16,990,000	39,830,000
Sports	-	656,000	420,000	-	1,076,000
Community Development	-	990,000	555,000	-	1,545,000
Housing	-	200,000	-	2,500,000	2,700,000
Social Security	-	-	220,000	-	220,000
Health	12,262,000	15,929,800	22,804,000	2,000,000	52,995,800
TOTAL	16,062,000	25,956,800	34,858,000	21,490,000	98,366,800
National Security	-	11,049,000	795,000	4,000,000	15,844,000
Diplomacy	-	480,000	-	-	480,000
Local Government	-	165,000	50,000	-	215,000
TOTAL	-	11,694,000	845,000	4,000,000	16,539,000
Roads	877,000	12,220,000	10,945,200	79,089,000	103,131,200
Airport Development	43,100,000	123,477,000	25,600,000	33,800,000	225,977,000
Seaport Development	2,700,000	315,910	0	0	3,015,910
Information and Communications Technology	65,000	264,000	1,731,000	17,668,300	19,728,300
Energy	23,239,100	658,800	0	0	23,897,900
Environmental Sustainability	0	0	2,146,200	0	2,146,200
Land Purchase	0	14,500,000	0	0	14,500,000
Solid-Waste Management	4,700,000	0	0	0	4,700,000
Water	14,000,000	0	0	0	14,000,000
Disaster Management	0	0	15,100,000	34,957,100	50,057,100
Total	88,681,100	151,435,710	55,522,400	165,514,400	461,153,610
Unidentified Financing (Airport & CWSA)					61,200,000
Total					522,353,610
EC\$ GRAND TOTAL	119,321,800	195,315,810	136,091,127	191,004,400	702,933,137

APPENDIX IV - LIST OF CONSULTATIONS CONDUCTED

AREA	CONSTITUENCY DISTRICT/CITY	VENUE	DATE
LOCAL	North Windward	LRC Sandy Bay	3 rd May 2007
	North Central Windward	LRC Colonaire	5 th May 2007
	South Central Windward	LRC North Union	6 th May 2007
	South Windward	Peruvian Vale Primary School	7 th May 2007
	Marriaqua	Marriaqua Community Centre	10 th May 2007
	Central Leeward	Barrouallie Government School	15 th May 2007
	South Leeward	LRC Questelles	16 th May 2007
	Southern Grenadines	Stephanie Browne Primary School	19 th May 2007
	Southern Grenadines	Canouan Primary School	20 th May 2007
	North Leeward	Chateaubelair Primary School	20 th May 2007
	Northern Grenadines	Bequia Community High School	21 st May 2007
	East St. George	Calliaqua Primary School	22 nd May 2007
	Georgetown	Georgetown Secondary School	23 rd May 2007
	West St. George	Dauphine Community Centre	24 th May 2007
	North Windward	Owia Community Centre	27 th May 2007
	Kingstown	Methodist Church Hall	29 th May 2007
REGIONAL	Tortola, BVI	New Testament Church of God, Road Town, Tortola	6 th September 2008
	St. Augustine, Trinidad	UWI, St. Augustine Campus	13 th September 2008
	Cave Hill, Barbados	UWI, Cave Hill Campus	4 th October 2008
	Kingston, Jamaica	UWI, Mona Campus	11 th October 2008
INTERNATIONAL	High Wycombe	Hilltop Community Centre	3 rd August 2008
	London	Claudia Jones Organisation	8 th August 2008
	Toronto	Toronto City Hall	6 th August 2008
	Winnipeg	Caribbean Cultural Centre	8 th August 2008
	Montreal	St. Paul's Anglican Church	10 th August 2008
	Philadelphia	International House of Pennsylvania	10 th August 2008
	New York	St. Gabriel's Episcopal Church	13 th August 2008
	Washington D.C	Permanent Mission to the OAS	15 th August 2008

APPENDIX V - ST. VINCENT AND THE GRENADINES ECONOMIC ACTIVITY (2006)

SECTOR	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
Agriculture	80.31	74.67	84.94	79.15	76.06	77.60	80.54	88.47	87.74	99.11	86.06	81.26
Mining & Quarrying	2.10	2.17	2.09	2.37	3.85	3.98	4.18	4.76	5.00	5.13	3.99	3.17
Manufacturing	68.93	66.11	64.31	69.36	67.48	72.43	72.17	67.82	69.60	63.94	62.22	67.41
Electricity & Water	42.45	45.47	46.72	49.30	51.92	55.49	56.78	59.03	58.10	59.98	57.25	56.00
Construction	85.20	88.13	96.15	116.00	127.55	127.09	137.99	155.98	139.89	128.27	125.43	121.18
Wholesale & Retail Trade	155.56	161.46	167.74	180.14	195.70	205.23	215.42	234.84	243.94	228.83	223.40	219.26
Hotels & Restaurants	26.67	25.43	24.44	32.27	36.65	39.56	49.45	49.33	46.62	36.31	30.95	31.06
Transportation & Storage	94.82	97.82	115.38	124.92	133.67	133.95	145.81	153.05	154.80	154.96	156.22	156.00
Communications	29.10	26.62	37.27	59.63	60.53	63.62	72.19	61.44	62.24	58.32	53.69	55.81
Financial Intermediation	87.33	89.41	96.56	100.08	105.50	104.99	110.04	105.76	104.36	101.93	91.36	90.49
Real Estate etc.	198.07	203.57	205.89	207.53	212.72	215.81	227.52	229.16	233.98	230.15	229.51	231.67
Public Admin.	82.94	86.95	89.59	91.85	95.58	98.81	105.65	112.19	121.48	132.73	144.49	145.69
Education	69.32	69.39	72.44	74.89	77.99	80.31	78.18	76.06	60.58	62.33	61.47	62.90
Health & Social Work	32.02	31.70	33.89	34.89	34.08	36.26	36.68	38.49	40.58	39.54	40.26	41.73
Other Services	19.63	24.54	24.14	22.64	22.96	25.89	29.46	27.94	32.77	31.03	33.87	37.31
Less Imputed Service Charge	12.91	13.85	13.85	14.59	14.68	14.63	15.64	16.62	18.41	18.02	18.10	17.44
TOTAL (EC\$M)	1,067.77	1,085.22	1,152.01	1,236.62	1,293.62	1,332.75	1,412.80	1,455.38	1,448.03	1,451.98	1,383.15	1,388.85
GROWTH RATE	-	1.66	6.13	7.34	4.61	3.02	6.01	3.01	(0.5)	(2.21)	(2.32)	0.41

APPENDIX VI - SUMMARY OF CENTRAL GOVERNMENT'S FISCAL OPERATIONS, 2000-2011

Details	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
Total Revenue & Grants (EC\$M)	271.58	290.47	317.01	324.38	345.70	349.45	409.18	464.34	536.21	544.91	589.16	509.04
Current Revenue (EC\$M)	260.53	272.18	305.7	318.22	324.78	333.58	396.47	433.36	489.47	466.51	489.96	462.48
Taxes on Income and Profits (EC\$M)	71.5	70.65	87.87	77.00	80.38	89.80	98.80	103.57	110.39	110.35	108.81	114.40
Taxes on Property (EC\$M)	2.27	3.46	2.51	2.72	2.48	2.51	2.63	2.50	2.20	2.72	2.90	2.81
Taxes on International Trade (EC\$M)	102.39	111.83	126.69	132.93	138.05	141.87	163.22	167.69	188.62	192.39	178.43	172.58
Taxes on Domestic Transactions (EC\$M)	40.68	44.63	42.74	47.18	52.09	52.23	74.20	102.24	119.32	105.14	105.93	98.91
Licences (EC\$M)	10.78	11.48	13.06	12.67	17.78	18.38	24.24	26.43	27.34	22.02	25.40	23.44
Fees, Fines and Permits (EC\$M)	12.90	13.52	15.72	14.91	14.36	14.75	17.45	18.96	18.19	18.94	21.40	17.67
Interests, Rent and Dividends (EC\$M)	10.88	8.09	9.72	16.19	7.24	5.73	4.84	3.94	11.58	10.04	13.50	11.16
Other Revenue (EC\$M)	9.13	8.51	7.38	14.61	12.40	8.31	11.10	8.04	11.83	4.92	33.58	21.51
Capital Revenue & Grants (EC\$M)	11.05	18.30	11.32	6.16	20.92	15.87	12.71	30.98	46.74	78.40	99.21	46.56
Total Expenditure (EC\$M)	275.44	305.46	339.61	358.06	381.65	422.00	474.42	523.47	563.26	599.76	604.92	567.71
Recurrent Expenditure (EC\$M)	240.36	258.73	276.30	276.08	294.6	325.23	356.28	378.30	432.29	469.75	521.41	495.19
Capital Expenditure (EC\$M)	35.08	46.73	63.31	81.98	87.05	96.73	118.14	145.18	130.97	130.01	83.52	72.52
Current Balance (EC\$M)	20.17	13.44	29.39	42.14	30.18	8.35	40.20	55.06	57.18	(3.24)	(31.49)	(32.71)
Capital Balance (EC\$M)	(24.03)	(28.43)	(51.99)	(75.82)	(66.13)	(80.86)	(105.44)	(114.20)	(84.23)	(51.60)	15.69	(25.96)
Primary Balance (EC\$M)	21.75	9.64	3.48	(5.84)	(8.38)	(36.38)	(22.03)	(14.39)	20.43	(3.83)	39.55	(12.63)

APPENDIX VII - ST. VINCENT AND THE GRENADINES SELECTED PUBLIC DEBT INDICATORS, 2000-2011

CATEGORY/YEARS	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
Total Public Debt (EC\$M)	649.6	686.1	708	767.6	884.1	973.2	1054.7	991.4	1072.6	1156.1	1203.8	1245.9
External Debt (EC\$M)	432.2	458.4	458.5	525.6	596.5	634.4	656.9	511.9	566.0	588.9	753.7	779.5
Central Government(EC\$M)	413.3	440	438	495	563.9	583.9	575.9	413.8	464.0	480.5	649.1	681.8
Public Corporations(EC\$M)	19	18.4	20.5	30.6	32.6	50.5	81.0	98.1	102.0	101.1	104.6	97.7
Domestic Debt(EC\$M)	217.4	227.7	249.6	242	287.6	338.8	397.8	479.5	506.6	597.4	488.2	468.3
Central Government(EC\$M)	194	201.8	217	209	245	272.9	338.6	352.6	339.0	408.9	363.5	372.7
Public Corporations(EC\$M)	23.3	25.9	32.6	33	42.6	65.9	59.2	126.9	167.6	165.6	90.2	95.6
Debt Servicing(EC\$M)	48.1	50.4	52.6	68.2	62.9	87	104.7	99.2	120.9	135.3	146.1	123.0
External(EC\$M)	32.5	34.3	27.9	37.7	37.9	54.4	64.6	67.3	74.7	81.1	81.3	82.6
Central Government(EC\$M)	28.8	31.4	25.8	35.9	35.5	52.8	62.1	61.2	66.2	70.7	71.7	74.6
Public Corporations(EC\$M)	3.7	2.8	2.1	1.7	2.3	1.6	2.5	6.1	8.5	10.4	9.6	7.9
Domestic(EC\$M)	15.6	16.1	24.7	30.6	25.1	32.6	40.1	31.9	46.2	54.2	64.8	40.4
Central Government	15.6	16.1	24.7	30.6	25.1	32.6	40.1	31.9	46.2	54.2	64.8	40.4
(of which sinking fund is)(EC\$M)			4.5	6	6	11.8	11.8	9.0	5.2	6.0	12.0	6.0
Public Corporations												
GDP (at market price) (EC\$M)	1069.9	1161.8	1247.1	1300.9	1409.3	1487.0	1649.9	1846.9	1877.6	1820.4	1838.6	1866.4
Current Revenue(EC\$M)	260.52	272.33	305.63	318.48	324.71	333.57	393.5	430.4	489.5	544.8	490.0	454.6
Central Government Debt Servicing as a % of Current Revenue	17.00	17.40	16.50	20.90	18.70	25.60	25.97	21.63	22.96	22.93	27.39	23.47
Total Debt as % of GDP	60.72	59.05	56.77	59.01	62.73	65.45	63.93	53.68	57.13	63.51	65.47	66.75

APPENDIX VIII - ST. VINCENT AND THE GRENADINES BALANCE OF PAYMENT: ANALYTICAL SUMMARY 2000-2011 (EC\$M)

	2000	2001	2002	2003	2004	2005
CURRENT ACCOUNT	(64.56)	(100.95)	(113.31)	(214.58)	(278.51)	(275.93)
GOODS AND SERVICES	(56.85)	(90.49)	(98.57)	(185.07)	(236.73)	(244.75)
A. Goods	(250.03)	(294.87)	(314.63)	(369.13)	(431.12)	(458.51)
Merchandise (f.o.b.)	(251.43)	(295.94)	(318.05)	(373.09)	(436.59)	(463.82)
Repair on Goods	0.01	0.04	0.04	-	0.01	0.01
Goods Produced in Ports by Carriers	1.39	1.02	3.38	3.96	5.45	5.30
B. SERVICES	193.18	204.39	216.06	184.07	194.39	213.76
Transportation	(38.73)	(43.65)	(45.61)	(54.42)	(57.87)	(64.06)
Travel	195.26	209.14	218.23	212.08	219.42	240.25
Insurance Services	(8.04)	(9.27)	(11.24)	(12.28)	(13.92)	(15.20)
Other Business Services	48.99	51.83	58.63	43.66	52.11	64.66
Government Services	(4.30)	(3.67)	(3.94)	(4.96)	(5.35)	(11.9)
C. INCOME	(51.77)	(44.51)	(47.53)	(64.35)	(79.88)	(79.93)
Compensation of Employees	0.35	0.31	2.01	1.62	1.80	1.26
Investment Income	(52.12)	(44.82)	(49.54)	(65.97)	(81.68)	(81.18)
D. CURRENT TRANSFERS	44.06	34.05	32.78	34.83	38.10	48.74
CAPITAL AND FINANCIAL ACCOUNT	81.73	155.05	69.96	171.04	392.01	330.32
A. CAPITAL ACCOUNT	15.11	23.65	28.63	38.77	51.13	38.43
Capital Transfers	15.11	23.65	28.63	38.77	51.13	38.43
Acquisition & Disposal of non-Produced Non-financial Assets	0.00	0.00	0.00	0.00	0.00	0.00
B. FINANCIAL ACCOUNT	66.62	131.40	41.33	132.27	340.88	291.88
Direct Investment	101.91	56.81	91.93	148.94	177.35	108.24
Portfolio Investment	3.90	9.40	2.71	55.87	89.56	(22.13)
Other Investments	(39.19)	65.19	(53.31)	(72.55)	73.94	205.78
NET ERRORS AND OMISSIONS	20.71	(29.55)	25.51	42.24	(44.86)	(62.15)
OVERALL BALANCE	37.88	24.56	(17.84)	(1.30)	68.63	(7.77)
FINANCING	(37.88)	(24.56)	17.84	1.30	(68.63)	7.77
Change in Arrears	0.00	0.00	0.00	0.00	0.00	0.00
Change in SDR Holdings	0.00	0.00	0.00	0.00	0.00	0.00
Change in Reserve Position with the IMF	0.00	0.00	0.00	0.00	0.00	0.00
Change in Government Foreign Assets	(3.75)	(7.50)	(4.50)	(4.24)	(4.48)	(6.83)
Change in Imputed Reserves	(34.13)	(17.06)	22.34	5.54	(64.15)	14.16

APPENDIX VIII - ST. VINCENT AND THE GRENADINES BALANCE OF PAYMENT: ANALYTICAL SUMMARY 2000-2011 (EC\$M)

	2006	2007	2008	2009	2010	2011
CURRENT ACCOUNT	(322.35)	(517.71)	(621.89)	(532.78)	(562.45)	(536.97)
GOODS AND SERVICES	(307.42)	(512.72)	(595.75)	(528.49)	(556.18)	(523.33)
A. Goods	(530.60)	(638.71)	(733.02)	(649.21)	(682.32)	(671.91)
Merchandise (f.o.b.)	(536.85)	(647.66)	(745.52)	(657.34)	(692.07)	(684.68)
Repair on Goods	0.01	0.02	0.02	0.02	0.02	0.02
Goods Produced in Ports by Carriers	6.24	8.94	12.48	8.11	9.72	12.75
B. SERVICES	223.18	125.99	137.27	120.73	126.15	148.58
Transportation	(71.01)	(90.32)	(109.15)	(100.70)	(94.17)	(93.06)
Travel	263.37	242.59	211.75	197.44	192.82	212.12
Insurance Services	(16.09)	(20.76)	(22.36)	(19.09)	(19.31)	(18.17)
Other Business Services	62.62	18.09	61.30	57.4	57.14	53.68
Government Services	(15.7)	(23.61)	(4.28)	(14.32)	(10.34)	(5.99)
C. INCOME	(59.38)	(59.42)	(61.67)	(35.13)	(33.15)	(34.94)
Compensation of Employees	8.48	15.81	11.00	19.08	16.60	16.14
Investment Income	(77.86)	(75.23)	(72.68)	(54.21)	(49.75)	(51.09)
D. CURRENT TRANSFERS	54.45	54.42	35.54	30.84	26.89	21.30
CAPITAL AND FINANCIAL ACCOUNT	399.17	514.01	570.94	550.08	616.65	479.81
A. CAPITAL ACCOUNT	22.02	198.76	131.88	146.44	148.04	104.31
Capital Transfers	22.02	198.76	131.88	146.44	148.04	104.31
Acquisition & Disposal of non-Produced Non-financial Assets	0.00	0.00	0.00	0.00	0.00	0.00
B. FINANCIAL ACCOUNT	377.16	315.25	439.06	403.64	468.61	375.49
Direct Investment	294.60	322.40	429.96	297.60	262.49	231.18
Portfolio Investment	33.78	(9.17)	(8.41)	49.11	(1.42)	(8.57)
Other Investments	48.77	2.02	17.52	56.93	207.55	152.88
NET ERRORS AND OMISSIONS	(44.13)	(1.29)	42.14	(4.66)	13.90	(5.00)
OVERALL BALANCE	32.69	4.99)	(8.80)	12.64	68.10	(62.16)
FINANCING	(32.69)	4.99	8.80	(12.64)	(68.10)	(62.16)
Change in Arrears	0.00	0.00	0.00	0.00	0.00	
Change in SDR Holdings	0.00	0.00	0.00	0.00	0.00	
Change in Reserve Position with the IMF	0.00	0.00	0.00	0.00	0.00	
Change in Government Foreign Assets	(8.01)	27.25	0.00	0.00	0.00	0.00
Change in Imputed Reserves	(24.68)	(22.26)	8.80	20.85	(96.10)	62.16

APPENDIX IX - ANNUAL GROWTH RATES – CARICOM – 2002-2011

Annual GDP Growth rates: Caribbean (in constant 2005 prices)											
Country/Year	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	AVG
Antigua and Barbuda	2.9	6.6	4.9	6.1	13.5	9.6	0.0	(11.9)	(7.9)	(2.1)	2.2
Bahamas	2.7	1.3	0.9	3.4	2.5	1.4	(1.4)	(5.4)	0.9	2.0	0.8
Barbados	0.7	2.0	1.4	4.0	5.7	1.7	0.1	(3.7)	0.2	1.0	1.3
Belize	5.1	9.3	4.6	3.0	4.7	1.2	3.8	0.0	2.9	2.5	3.7
Dominica	1.9	7.7	3.3	(0.5)	4.4	6.0	7.7	(0.7)	0.9	0.9	3.2
Grenada	3.7	9.6	(1.0)	13.5	(3.9)	5.9	1.0	(6.6)	0.0	2.1	2.4
Guyana	1.1	(0.6)	1.6	(2.0)	5.1	7.0	2.0	3.3	4.4	4.8	2.7
Haiti	(0.3)	0.4	(3.5)	1.8	2.3	3.3	0.8	2.9	(5.1)	4.5	0.7
Jamaica	1.0	3.5	1.4	1.0	2.7	1.4	(0.6)	(3.0)	(1.3)	1.3	0.7
Saint. Kitts and Nevis	1.9	(1.4)	4.4	9.9	4.7	2.8	4.7	(6.9)	(2.4)	4.5	2.2
Saint Lucia	(0.3)	4.9	7.5	(2.6)	7.8	1.2	5.4	(1.1)	3.2	2.5	2.9
St. Vincent and the Grenadines	6.3	7.6	4.2	2.5	7.7	3.4	1.4	(2.2)	(2.8)	2.6	3.1
Suriname	2.7	6.8	0.5	4.5	4.7	4.6	4.1	3.5	4.5	4.5	3.1
Trinidad and Tobago	7.9	14.4	8.0	5.4	14.4	4.6	2.3	(3.0)	0.0	(1.4)	4.0
AVERAGE GROWTH	2.7	5.2	2.7	3.6	5.5	3.9	2.2	(2.5)	(0.2)	2.1	2.4

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