

NON STATE ACTORS PANEL

Alternative Growth and Poverty Reduction Strategy

MANAGEMENT ACTION PLAN

March 2013



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FOREWORD

“First we must dream, nothing is harder. . . [because] dreaming has to break through the constantly reinforced assumption that ‘There is no alternative’....” Our history gives us alternatives. It gives us hope. And, it can give us a stronger sense of pride in what we have accomplished and what we can dare to do”¹

The **Management Action Plan** is the culmination of work begun in September 2011 when the Non State Actors Panel took the ambitious step of moving beyond critique and comments to develop an **Alternative Growth and Poverty Reduction Strategy** to address what it considered the deficits and gaps of the strategy that was proposed by the Government of Grenada. Building on the premise that there are alternatives to a market-driven philosophy advocated by mainstream economic theory, it explores the “dream” of alternative concepts proposed by the **Alternative Growth and Poverty Reduction Strategy** and identifies actions for implementation.

The **Management Action Plan** places persons living in poverty at the centre of poverty reduction and seeks to place the understanding and consideration of poverty in the mainstream of policy making. Thus the philosophy and guiding principles of the **Alternative Growth and Poverty Reduction Strategy** are fundamental criteria by which proposed interventions have been assessed and prioritized. These guiding principles are:

- Equity and social justice
- Gender equity
- Increased self-reliance and reduced dependence
- Inclusiveness and participation
- Good governance and accountability
- Sustainable development

¹ An adaptation of a quotation from Jonathan Dale, a Quaker who spent his life as a community worker in some of England’s most challenged inner cities in his “Beyond the Spirit of the Age”, 1996 Swarthmore Lecture

While the plan provides many recommendations to the Government of Grenada, particularly on policy issues, it also addresses interventions which can be implemented by non state actors. The Non State Actors Panel encourages all non state actors to utilize this plan as the framework within which their own interventions are identified and implemented. It is hopeful that this document will also make a significant contribution to the country's realization of the Millenium Development Goals.

The Non State Actors Panel is appreciative of the support of all persons and institutions that have contributed to the successful completion of the task begun in September 2011 and takes this opportunity to acknowledge the following:

- All those persons and groups which participated in the various consultations, particularly the dedicated core of persons who participated in all of the consultations
- Facilitator/Consultant, Dr. Andre Vincent Henry of *Ideas to Business Limited*
- Presenters of *Positions Papers*:- Ms. Denyse Ogilvie, Mr. John Telesford, Mr. Denis Noel and Ms. Loretta Simon
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- Secretary of the Non State Actors Panel, Ms. Sandra Ferguson, for co-ordinating the process re the development of the plan.
- Project/Programme Co-ordinator and staff of the European Union Support Services, Ministry of Finance, Grenada
- Mr. Esteban de Garcia Motila of the European Union Delegation, Barbados who, by his presence at the initial session, indicated his interest in and support to the process
- The EDF *Technical Co-operation Fund and Support to Non State Actors*

Judy Williams

Chairperson, Non State Actors Panel, Grenada

March 2013

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LIST OF ACRONYMS

BDS	Barbados dollar
CABA	Caribbean Agri-business Association
CAP	Country Poverty Assessment
COTED	Council for Trade and Economic Development
CBO	Community Based Organisation
EDF	European Development Fund
GAP	Good Agricultural Practices
GAPP	Grenada Association of Poultry Producers
GIDC	Grenada Industrial Development Corporation
GPRS	Growth and Poverty Reduction Strategy
GRENFAVE	Grenada Fruit and Vegetable Cluster
GRENLEC	Grenada Electricity Services Ltd.
GRENROP	Grenada Network of Rural Women Producers
GRO	Grassroots Organisation
ICT	Information and Communication Technology
MAP	Management Action Plan
NGO	Non Governmental Organisation
NSA	Non State Actor
NSAP	Non State Actors Panel
PEST	Political, Economic, Social and Technological
SPROUTS	Summary Project Outlines
SWOT	Strengths, Weaknesses, Opportunities and Threats
USAID	United States Agency for International Development
XCD	Eastern Caribbean Dollars

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- Persons and Organisations Participating in the Consultation
- Planning Process in Photos
- Presentations:
 - Sustainable Development for Growth and Poverty Reduction
 - Investment and Corporate Social Responsibility
 - Energy, Growth and Poverty Reduction

*“The gift of material goods makes people dependent.
The gift of knowledge makes them free”*

E.F. Schumacher

EXECUTIVE SUMMARY

The **Management Action Plan** is intended to facilitate the realization of the vision of the Non State Actors Panel as articulated in the Alternative Growth and Poverty Reduction Strategy. It is guided by the core principles/philosophy articulated in the Alternative Strategy:

- a. Equity and social justice
- b. Gender equity
- c. Increased self-reliance and reduced dependence
- d. Inclusiveness and participation
- e. Good governance and accountability and
- f. Sustainable development

The MAP identifies interventions in four broad areas:

- Mainstreaming Pro-Poor Considerations in National Institutions and Policies
- Agriculture
- Information and Communication Technologies
- Energy

These interventions may be classified as follows:

- Interventions driven by the NGO/CBO/GRO² community;
- Interventions driven by the Government mainly and supporting concerns of the NSAs;
- Interventions driven by the private sector; and
- Interventions approached collaboratively

In respect of the three sectors, Agriculture, Information and Communication Technologies and Energy - sectors which were identified in the Alternative Strategy as sectors having the capacity to impact significantly on poverty - the MAP recommends two types of interventions, general interventions and specific project interventions. In respect of the specific project interventions, the MAP provides summary project outlines (SPROUTS), intended to assist NSAs to organise their resources in an improved and more focused manner to achieve programme effectiveness as well as to leverage resources for programme support.

The Alternative Strategy identified the following eight key issues to be addressed in order to achieve growth and poverty reduction:

- Psychology of poverty
- Community economic empowerment, employment creation, including self employment
- The role of agriculture
- Education and the development of human capital
- The availability of affordable credit
- Value added to production
- Energy and
- The role of non-state actors.

² Non Governmental Organisation/Community Based Organisation/Grass Roots Organisation

The interventions identified by the MAP have been selected based on the following:

- the impact that they could have in reducing poverty
- time frame of impact – long term vs. early benefits
- the feasibility of the interventions
- adherence to the guiding principles and issues of importance identified by the NSAP, with the exception of agriculture and energy, since these are treated separately as priority sectors.

The criteria applied were:

- Will the activity significantly improve the circumstances of persons living in poverty;
- Will the activity have minimal adverse impact on the natural environment;
- Can the activity develop the human capital of persons living in poverty;
- Will the activity become self-sustaining;
- How well will the activity use the tacit and traditional knowledge and other assets of the Grenada community;
- How robust will be the backward and forward linkages within the sector or across sectors; and
- How strongly can the activity convey a sense of pride and greater self-worth to participants?

Given that the *Alternative Growth and Poverty Reduction Strategy* was also intended to provide guidance to the NSAs re their contribution to the national growth and poverty reduction agenda, the MAP focuses on interventions that can be implemented by the NSAs. It proposes seven critical areas on which each aspect of the programme of the MAP must be able to impact - on one or more of the following areas:

- a. **Nutrition.** How can NSAs facilitate opportunities for persons living in poverty and vulnerable to poverty to increase their nutritional intake?
- b. **Shelter.** How can NSAs facilitate options that would improve the quality of shelter available to the poor and persons vulnerable to poverty? In particular the focus has been on the cost of energy, which is a significant factor in the cost of housing and impacts the ability to address other needs.
- c. **Income generation.** What are the options in the sector where persons with minimum capital, but with ideas, drive, tacit and explicit knowledge and other resources, if given the opportunity, can generate income for themselves in a sustainable manner?
- d. **Employment.** How can NSAs assist persons to be in a better position to access employment opportunities?
- e. **Education, training and continuous personal development.** What contributions can NSAs make to ensure that persons living in poverty have better opportunities for personal development and lifelong learning, including an appreciation of their own resources?
- f. **Access to government and other services.** How can NSAs support persons living in poverty and vulnerable to poverty to know about and access services that are available to them?
- g. **Empowerment.** How can NSAs counteract the manifestations of the psychology of poverty?

The projects in the MAP are presented as a menu of options (refer to Appendix *Action Plan Prioritization Worksheet*). The process of implementation will have to be somewhat dynamic and dependent on:

- a. **Internal capacity of NSAP** – some projects or parts of some projects can be implemented immediately and using NSAP resources exclusively;

- b. **Preparation of conditions precedent** – including, where relevant, changes in or development of new national policy;
- c. **The ability of NSAP to partner with key and critical stakeholders** – including implementing agencies, government institutions, targets and beneficiaries of interventions and sources of technical assistance; and
- d. **The ability of NSAP to mobilize external resources.**

Accordingly, individual projects will have different timelines for incubation, duration and optimal impact. Therefore, for the NSAP and its partners, the MAP is to be viewed as a dynamic framework, to be adjusted in keeping with the realities encountered in the implementation.

1.0 INTRODUCTION

1.1 BACKGROUND

In 2007/2008 a Country Poverty Assessment (CAP) was prepared for Grenada. Arising out of the CAP, the Government commissioned a Growth and Poverty Reduction Strategy (GPRS). The GPRS was submitted to the Government in 2011. The Government of Grenada expressed dissatisfaction with the GPRS and it has not been accepted. At the same time, the Non State Actors Panel of Grenada also rejected the GPRS and noted a number of deficits and gaps in the document.

In response, the NSAP, with the assistance of the European Union, commissioned an Alternative Poverty Reduction Strategy, which was completed March 2012. The Alternative Strategy was the first step in the process of the NSAP providing a programme that would be “reflective of the social and economic needs of the country”³ The next step in the process was the development of an action plan to give effect to the philosophy and vision of the NSAP.

According to the CAP, in 2008, the level of indigence was put at 2.4%; the level of poverty at 37.7% and 14.6% determined to be vulnerable to becoming poor. That means that more than fifty percent of the population was either in a state of poverty or vulnerable to becoming poor. It can be assumed that given the downturn in the global economy and its effects on individual countries, as evidenced by the increase in unemployment, the figure of 55% has most likely increased since 2008.

Accordingly, a process of national governance that does not place poverty alleviation at the centre of considerations would be marginalizing more than fifty percent of the population.

The NSAP places empowering persons living in poverty at the centre of poverty reduction. In the specific case of Grenada that objective has to be *placing understanding and consideration of poverty in the mainstream of policy making*.

1.2 INSTITUTIONS, POLICY AND POVERTY REDUCTION

The NSAP recognises that reducing poverty in a lasting manner that addresses the very structure of the phenomenon requires a combination of interventions that go the heart of the way that institutions in the country are structured and managed and the way that policy is formulated and implemented.

Institutions and policies need to be structured in manner that allows transparency and predictability. With regard to poverty reduction and growth, they should be structured in a manner that pro-poor considerations

³ NSAP 2012:25

are mainstreamed. In a country in which at least 55% of the population is either living in poverty or vulnerable to poverty it is even more critical that these issues are addressed squarely.

1.3 GROWTH AND POVERTY REDUCTION

The NSAP also recognises that changing the structure of poverty in the country also requires a basis of sustainable development. It is not sufficient to concentrate on short-term interventions that are reliant on continued financial support from official and non-official donors; it cannot be founded on grants, donations and charity, which serve almost exclusively to alleviate poverty or provide poverty relief but does not necessarily reduce poverty. Such interventions while maybe providing temporary relief could actually reinforce poverty, vulnerability and precarious living. The Alternative Growth and Poverty Reduction Strategy recognises that sustainable poverty reduction would require sustainable growth and development.

Poverty reduction must be founded on creating conditions and opportunities for persons living in poverty to take control of their lives and economic empowerment is a critical element in this regard. It is essential that a poverty reduction strategy be grounded in creation of wealth and the facilitation of the creation of wealth for persons living in poverty.

In this regard, NSAP is clear that simple concepts of growth, which are equated with increased national income and symbols of modernity, cannot be the end of the growth side of the poverty reduction equation. Growth in the context of poverty reduction in Grenada must be marked by:

- a. Equity and social justice,
- b. Gender equity,
- c. Increased self-reliance and reduced dependence,
- d. Inclusiveness and participation,
- e. Good governance and accountability and
- f. Sustainable development.

1.4 THE ENVIRONMENT FOR POVERTY REDUCTION IN GRENADA

The efforts of the NSAP to impact on poverty are taking place in two immediate contexts. The first is the environment for poverty reduction and growth in Grenada. This environment itself does not exist in a vacuum. There is an intersection of national conditions as well as the impact of international variables. The second context is the capacity of the poverty reduction infrastructure in the country. This poverty reduction infrastructure relates to the system of institutions and relationships and networks engaged in the process of poverty reduction including governmental agencies, non-state actors and the international community and the way that they work together or do not work together.

Table 1-1 is an analysis of the political, economic, social and technological dimensions (PEST Analysis) of the poverty reduction and growth environment of Grenada. Table 1-2 is an analysis of the strengths, weaknesses, opportunities and threats (SWOT) of actual poverty reduction and growth infrastructure in the country.

Table 1-1
PEST Analysis of the Grenada Growth and Poverty Reduction Environment

Political <ul style="list-style-type: none"> • Lack of policy consensus among political leaders • Unsettled political environment • Adversarial political culture • Attitude to the political director to NSAs 	Economic <ul style="list-style-type: none"> • High level of country indebtedness • Budget deficits • Declining terms of trade • Unsettled global economy • Local business culture – inability to adjust to changes in economic structure • Dwindling donor funds
Social <ul style="list-style-type: none"> • High level of poverty and vulnerability to poverty • Strong non-state community • Rich inventory of community assets 	Technological <ul style="list-style-type: none"> • Potential for innovation • Absence of infrastructure to nurture and facilitate innovation, research and development

Table 1-2
SWOT Analysis of the NSAP Poverty Reduction Infrastructure in Grenada

Strengths <ul style="list-style-type: none"> • Strong non-state actor sector with high level of credibility nationally and internationally • A range of regional and international networks, contacts and partnerships by individual non-state actors • Considerable experience by non-state actor sector in poverty reduction activities across types of interventions and points of entry • Passion and commitment 	Weaknesses <ul style="list-style-type: none"> • Government economic constraints • Poverty reduction not mainstreamed or strategic, more tactical • Lack of economic/financial resources • Insufficient information sharing
Opportunities <ul style="list-style-type: none"> • International contact which can be leveraged • Opening of markets in the CSME 	Threats <ul style="list-style-type: none"> • Competition for technical and financial assistance • Worsening political climate • Inability of poverty reduction community to work together • Worsening of the national economy • Worsening of the international economy • Mindset – culture inappropriate to the challenges

1.5 THE MANIFESTATIONS OF POVERTY

It is useful to be reminded of the manifestations of poverty and to recognise that a poverty reduction strategy should take into account the specific causes and manifestations of poverty that exist in the country. In this regard, income level is only one indicator of poverty, other critical indicators include:

- a. Powerlessness
- b. Voicelessness
- c. Vulnerability to illness, violence, external economic shocks and natural disaster
- d. Fear
- e. Deprivation of basic capabilities
- f. Lack of access to education, health
- g. Lack of access to natural resources
- h. Lack of access to employment, land and credit,
- i. Social exclusion
- j. Deprivation of effective political participation,
- k. Deprivation of access to services,
- l. Deprivation of access to infrastructure
- m. Deprivation of the information needed to participate in the wider society, at the local, national or global level
- n. Alienation from processes of governance
- o. Dispiritedness of the poor – absence of hope and self-confidence (psychology of poverty).

The assumption may be made that in a democratic society conditions such as powerlessness and voicelessness, deprivation of effective political participation and deprivation of access to services and many of the other manifestations and causes of poverty will not exist. These manifestations of poverty not only exist in Grenada but also have an insidious self-reinforcing quality. That is to say, for example, the lack of access to education because of no money to attend school or to acquire schoolbooks has the potential of depriving an individual of the information, confidence and tools to assertively approach institutions of the state or to understand the policies that can be used in their favour. Moreover, it has been demonstrated that public servants, bureaucrats and the private sector have a more positive orientation toward persons who appear more well-spoken, better educated and more wealthy. The insidious nature of poverty means that children of a poor person are more likely to remain poor than those of a person not born into poverty are likely to become poor.

It is for these and other reasons that in order to be effective a poverty reduction strategy and its action plan must seek as far as possible to make a structural impact on the poverty phenomenon.

1.6 STEPS IN DEVELOPING THE ACTION PLAN

In developing the MAP the conclusions of the Alternative Strategy were taken as the point of departure, unless there was an indication that new information had brought those conclusions into question.

The preparation of the MAP had a six-step process:

- a. A review of core documents:
 - i. The 2007/2008 Country Poverty Assessment
 - ii. The Alternative Growth and Poverty Reduction Strategy
 - iii. The Growth and Poverty Reduction Strategy
- b. A review of the set of position papers on key issues commissioned by the NSAP:
 - i. Sustainable Development for Growth and Poverty Reduction
 - ii. Agriculture and Growth and Poverty Reduction
 - iii. Information and Communication Technology for Growth and Poverty Reduction
 - iv. Energy, Growth and Poverty Reduction
 - v. Investment and Corporate Social Responsibility
- c. The Non State Actors Panel convened a series of planning meetings of stakeholders at which the position papers were presented and discussed and initial project ideas were explored.
- d. Following the symposium, the Consultant engaged in extensive direct interaction with key informants in the following areas:
 - i. Renewable energy
 - ii. Agriculture (including all the nine subsectors recognised by the Ministry of Agriculture)
 - iii. Development Finance
 - iv. Information and Communication Technologies
 - v. Tourism
 - vi. NGO/CBO Community
- e. Based on these inputs and supplemented by desktop research a programme of projects has been developed a working draft of the MAP was prepared and presented to a workshop of stakeholders.
- f. The output of the workshop was taken into account and a comprehensive revision of the working draft was effected, which was then re-submitted to stakeholders in workshops for their validation, including prioritisation of interventions.

As noted above, there was a general high level of dissatisfaction with the GPRS among stakeholders. The Alternative Strategy brings to the process the unique perspective of non-state actors, particularly those who work directly in communities and therefore have a continuing and first-hand insight into the challenges of persons living in poverty or vulnerable to poverty

Accordingly, in developing the MAP four kinds of interventions, defined by the lead actors, have been identified:

- a. Interventions driven by the NGO/CBO/GRO⁴ community;
- b. Interventions driven by the Government mainly and supporting concerns of the NSAs;
- c. Interventions driven by the private sector; and
- d. Interventions approached collaboratively.

The main focus of this MAP, however, will be on the actions which can be initiated or driven by Non State Actors. It is acknowledged that the priorities of Government and Non-State Actors may not always coincide since at times they will have different drivers. In this regard, NSAs are clear that the MAP emanating from the Alternative Strategy must be driven by the philosophy, experience, knowledge and concerns of the NSA community as informed by their work. This is especially important in the context of the conserving the resources of the NSAs. In particular, among the resources of the NSAs is their credibility among communities and especially among persons who are in poverty.

1.7 PHILOSOPHY, GUIDING PRINCIPLES AND KEY ISSUES

As noted above, NSAP articulated a core set of guiding principles for the Alternative Strategy:

- g. Equity and social justice
- h. Gender equity
- i. Increased self-reliance and reduced dependence
- j. Inclusiveness and participation
- k. Good governance and accountability and
- l. Sustainable development

The NSAP also identified eight key issues to be addressed by the Alternative Strategy. These were:

- a. Psychology of poverty
- b. Community economic empowerment, employment creation, including self employment
- c. The role of agriculture
- d. Education and the development of human capital
- e. The availability of affordable credit
- f. Value added to production
- g. Energy and
- h. The role of non-state actors.

Beside assessing the various interventions in light of the impact that they could have in reducing poverty, the interventions have also been assessed according to these guiding principles and issues of importance identified by the NSAP, with the exception of agriculture and energy, since these are treated separately as priority sectors,

⁴ Non Governmental Organisation/Community Based Organisation/Grass Roots Organisation

1.8 THE PROGRAMME OF POVERTY REDUCTION WITH GROWTH

This is by definition an action plan. The challenge is therefore to develop a coherent programme, which will give expression to the vision of non-state actors consistent with the Alternative Strategy and articulate a set of integrated actions that will impact on the structure of poverty in Grenada.

The Alternative Strategy has identified three priority sectors which the NSAP believes could make a significant impact on poverty by creating both the infrastructure for growth that affects persons living in poverty as well as creating opportunities for productive and rewarding economic activity. These sectors are:

- a. Agriculture;
- b. Information and Communication Technologies and
- c. Energy.

The range of activities that are possible could be understood in a matrix as displayed in Table 1.3. There are at least three points of entry to encourage growth and reduce poverty in Grenada, taking into consideration the philosophy and guiding principles of the Alternative Strategy:

- a. **Institutional** – getting institutions to respond to the needs of pro-poor growth and to imbed and mainstream pro-poor considerations in their philosophy and operations.
- b. **Policy** – creating policies or adjusting existing policies so that they are more transparent and responsive to the needs of growth and poverty reduction.
- c. **Economic activity** – incubating economic activity with a view to creating opportunities for persons living in poverty to move out of poverty.

Table 1-3
Range of Interventions

Nature of Intervention	Point of Entry		
	Institutional	Policy	Economic Activity
Advocacy			
Support			
Direct Intervention			

In each of these instances, three types of actions are possible:

- a. **Advocacy** – promoting and working in favour for the adoption of a particular action.

- b. **Support** – working to empower persons living in poverty to take advantage of existing and new or proposed services and opportunities.
- c. **Direct Intervention** – directly creating or facilitating opportunities by which persons living in poverty could realize their potential.

1.9 THE METHOD FOR SELECTING INTERVENTIONS

A fairly simple method was used in determining the specific interventions that would form part of the action plan:

- Step 1** An overall assessment was conducted of the poverty reduction and pro-poor growth environment and infrastructure in Grenada.
- Step 2** General interventions were proposed which would strengthen the infrastructure and reduce the risks to poverty reduction and pro-poor growth.
- Step 3** An assessment was done of each of the three sectors identified – agriculture, energy and information and communication technologies.
- Step 4** In each sector, an attempt was made to determine what were the structural issues that could possibly disadvantage persons living in poverty or vulnerable to poverty.
- Step 5** A determination was made of whether the issues identified were related to institutions and the way institutions function; policy and process of implementing policy or opportunities that were not used.
- Step 6** Once the causes of perpetuated poverty were identified, an attempt was made to determine what were feasible specific interventions according to the three possibilities indicated above – advocacy, support and direct interventions.
- Step 7** Having identified interventions for each of the three sectors, specific projects were considered. The projects were analysed according to the same criteria in steps 3 and 4.
- Step 8** For projects identified in Step 7, summary project outlines (SPROUTS) have been proposed. The purpose of the SPROUTS is to assist NSAs to organise their resources in a better and more focused manner to achieve programme effectiveness as well as to leverage resources for programme support. SPROUTS can be tawled to donors and other partners.
- Step 9** Each intervention considered had to be subjected to criteria that determined impact and feasibility. An activity might have significant impact, but if it were neither feasible nor practical in terms of implementation, then it had to be excluded. Some activities could be well within the scope of resources of the NSAs, but the impact would not materially affect the conditions of poverty in any significant degree. In this regard, one of the balancing considerations was the timeframe of impact. An effort had to be made, as far as possible, to ensure that even though there was a long-term impact of an intervention, they had to be some early harvest of benefits. Accordingly, the criteria applied were:
 - a. Will the activity significantly improve the circumstances of persons living in poverty;
 - b. Will the activity have minimal adverse impact on the natural environment;
 - c. Can the activity develop the human capital of persons living in poverty;
 - d. Will the activity become self-sustaining;
 - e. How well will the activity use the tacit and traditional knowledge and other assets of the Grenada community;
 - f. How robust will be the backward and forward linkages within the sector or across sectors; and
 - g. How strongly can the activity convey a sense of pride and greater self-worth to participants?

1.10 ASPECTS AND EFFECTS OF POVERTY TARGETED

The NSAP cannot address all aspects and all effects of poverty. Accordingly, it is necessary to be clear and to understand those manifestations of poverty the MAP will focus on. In this regard seven critical areas are proposed. Each aspect of the programme of the MAP must be able to impact on one or more of these areas:

- h. **Nutrition.** How can NSAs facilitate opportunities for persons living in poverty and vulnerable to poverty to increase their nutritional intake?
- i. **Shelter.** How can NSAs facilitate options that would improve the quality of shelter available to the poor and persons vulnerable to poverty? In particular the focus has been on the cost of energy, which is a significant factor in the cost of housing and impacts the ability to address other needs.
- j. **Income generation.** What are the options in the sector where persons with minimum capital, but with ideas, drive, tacit and explicit knowledge and other resources, if given the opportunity, can generate income for themselves in a sustainable manner?
- k. **Employment.** How can NSAs assist persons to be in a better position to access employment opportunities?
- l. **Education, training and continuous personal development.** What contributions can NSAs make to ensure that persons living in poverty have better opportunities for personal development and lifelong learning, including an appreciation of their own resources?
- m. **Access to government and other services.** How can NSAs support persons living in poverty and vulnerable to poverty to know about and access services that are available to them?
- n. **Empowerment.** How can NSAs counteract the manifestations of the psychology of poverty?

1.11 ORGANISATION OF THE REPORT

The MAP is presented in four main sections. Consistent with the foregoing, the first part of each section addresses general interventions that seek to impact the environment for poverty reduction and pro-poor growth and to mainstream pro-poor considerations in national institutions and policy. In each of the three subsequent sections – Agriculture, ICT and Energy the MAP takes a sectoral focus. Each sectoral section has a set of general interventions for improving the functioning of the sector as a whole as well as specific projects which are proposed as catalysts for poverty reduction and pro-poor growth.

Finally, the action plan closes with an initial framework for implementation and monitoring and evaluation.

The format is therefore as follows:

- 1. Mainstreaming poverty reduction in governance
- 2. Agriculture:

- I. General sectoral interventions
 - II. Specific projects
- 3. Information and Communication Technologies
 - I. General sectoral interventions
 - II. Specific projects
- 4. Energy
 - I. General sectoral interventions
 - II. Specific projects
- 5. Implementation Mechanism
 - I. Organisational issues
 - II. Monitoring and Evaluation Framework

1.12 CAPACITY AND IMPLEMENTATION ISSUES

1.12.1 CAPACITY

Attention has to be paid to the issue of implementation of the action plan. As noted above, the MAP has a special focus on non-state actors and is concerned about addressing issues where non-state actors can make an impact on pro-poor growth and poverty reduction in the country and the reduction of poverty and where the NSAP believes that insufficient attention has been paid. In this regard, an assessment has to be made of the capacity of non-state actors in the country and determine how this capacity can be used to achieve its vision.

A crucial part of this consideration would be how non-state actors can leverage their integrity and credibility to mobilise additional resources to advance the action plan.

1.12.2 TIME LINES

The projects in the MAP are presented as a menu of options. The process of implementation will have to be somewhat dynamic and dependent on:

- e. **Internal capacity of NSAP** – some projects or parts of some projects can be implemented immediately and using NSAP resources exclusively;
- f. **Preparation of conditions precedent** – including, where relevant, changes in or development of new national policy;
- g. **The ability of NSAP to partner with key and critical stakeholders** – including implementing agencies, government institutions, targets and beneficiaries of interventions and sources of technical assistance; and
- h. **The ability of NSAP to mobilize external resources.**

Accordingly, individual projects will have different timelines for incubation, duration and optimal impact. NSAP and its partners should therefore view the MAP as a dynamic framework, which should be adjusted in keeping with the realities encountered in the implementation.

1.13 PARTNERS AND COMPLEMENTARY PROGRAMMES

1.13.1 INTER AMERICAN INSTITUTE ON COOPERATION IN AGRICULTURE

The Inter-American Institute for Cooperation on Agriculture (IICA) is an hemispheric, inter-governmental agency with a mandate to support its 34 Member States (including Grenada) in their efforts to develop their respective agricultural and rural sectors. The Institute's main focus is directed towards "making agriculture competitive and sustainable".

IICA operates mainly through the country's Ministry of Agriculture. However, it maintains direct links with farmers' organizations as well as rural-based NGOs and CBOs with which it collaborates towards optimizing the use of scarce resources in implementing agricultural and rural activities.

Any request for collaboration with the IICA Office in Grenada must be directed to the IICA Representative for the Eastern Caribbean States (ECS), who is based at the IICA Office in St. Lucia. The IICA Office in Grenada would welcome collaborative actions with the Non State Actors Panel (NSAP) in areas which focus on improving the livelihoods of rural youth and women. IICA also has interest in complementary thematic areas.

1.13.2 FOOD AND AGRICULTURE ORGANISATION

The Government of Grenada is presently developing its Food and Nutrition Security Policy and Action plan in keeping with its obligations under CARICOM's Regional Food and Nutrition Security Policy which was approved by COTED in October 2010 and the Action Plan in October 2011. The process will comprise two phases. The first phase will focus on the development of policies to drive the development and implementation of the second phase the Action Plan. In the development of the policy statements several government's senior personnel and non-stake actors were consulted. The Policy has been submitted to Cabinet for consideration and approval. Once approved the Action Plan will be developed using the same process of collaboration, participation and indeed hands on involvement in the implementation of the activities that make up the action plan. It is anticipated that the non-state actors will be key in the implementation process, especially as it relates to the vulnerable groups, which were identified using the Grenada Country Poverty Assessment Report (2008) and other social services documents. The vulnerable groups include:

- Persons living below the poverty line (indigent poor)
- Senior citizens/elderly in households and institutions
- Orphans
- Unemployed single parents
- Persons living with HIV
- Persons with disabilities (physically and mentally challenged)
- Unemployed youth
- Female headed households
- Seasonal workers
- Pregnant women
- Children 0-2 years
- Girls
- Working poor
- Forced returnees
- Persons with mental illness
- Subsistence farmers and fisher-folk

1.13.3 MARKET ACCESS AND RURAL ENTERPRISE PROGRAMME

The overall objective of the project is to enhance the livelihood of rural households. It is proposed to achieve this through the strengthening and establishment of rural businesses/clusters, and the upgrading of technical and business skills among rural entrepreneurs, strengthening of value chains and fostering better linkages between production and markets, and the provision of affordable credit.

1.14 SUMMARY OF INTERVENTIONS

In Tables 1-4 and 1-5, the interventions proposed for the action plan are summarised. In Table 1-4 they are presented according to nature of the interventions. In Table 1-5 they are presented according to the potential impact that they can have on poverty reduction and pro-poor growth. Three impacts are identified:⁵

- a. **Enabling** – The intervention addresses an issue that underpins pro-poor economic growth. It will lead to social, environmental or economic benefits for poor people
- b. **Focussed** – The intervention addresses an issue that is experienced mainly by poor people
- c. **Inclusive** – The intervention addresses an issue that affects both poor and non-poor.

Each intervention is listed with its major impact. However, an intervention may have more than one type of impact. The assessment offered in this MAP is what is seen to be the most significant impact.

⁵ These impacts are used by the Caribbean Development Bank in assessing the poverty reduction impact of projects.

Table 1-4
Summary of Interventions by Type of Intervention

Intervention	Nature of the Intervention		
	Advocacy	Support	Direct Interventions
1. Main Streaming Pro-Poor Considerations in National Institutions and Policies			
1.1. Reviewing main government policy documents to identify their pro-poor dimensions and making recommendations for revisions to ensure that pro-poor considerations are included	<ul style="list-style-type: none"> • Identify pro-poor deficits • Suggest mechanisms for inclusiveness and mainstreaming pro-poor considerations 	<ul style="list-style-type: none"> • Organise opportunities for voiceless, marginalised and vulnerable groups to express their concerns 	<ul style="list-style-type: none"> • Propose alternatives to address pro-poor deficits
1.2. Intervening in the development of any new policy and legislative initiatives to ensure pro-poor considerations are mainstreamed	<ul style="list-style-type: none"> • Identify key policy and legislative initiatives which can have an effect on reducing poverty and promoting pro-poor growth • Identify points of entry and types of interventions which could effectively impact on poverty reduction and promote pro-poor growth 	<ul style="list-style-type: none"> • Organise opportunities for voiceless, marginalised and vulnerable groups to express their concerns 	<ul style="list-style-type: none"> • Propose alternatives to address poverty reduction and pro-poor growth
1.3. Reviewing the functioning of key institutions charged with delivering services to persons living in poverty and vulnerable to poverty to determine their effectiveness in poverty reduction	<ul style="list-style-type: none"> • Identify and prioritise institutions critical to the delivery of poverty reduction services and promoting pro-poor growth • Conduct business process reviews of key 	<ul style="list-style-type: none"> • Develop supports to improve access to services in the interim while changes are taking place 	<ul style="list-style-type: none"> • Develop concrete proposals for improving effectiveness in the delivery of pro-poor services in government and other institutions

Intervention	Nature of the Intervention		
	Advocacy	Support	Direct Interventions
	pro-poor functions to determine effectiveness • Advocate for changes in the structure and/or function of institutions		
1.4. Create a research and development and innovation system, which could incubate and support the development and adaption of appropriate technologies	• Review the current state of research and development and innovation support system • Prepare concept papers and advocate for the creation of a research and development and innovation system for Grenada	• Assist innovators and researchers to find support for their ideas and projects by using the NSA network	• Convene a working group to create a framework for a research and development and innovation system
1.5. Develop life-long learning programmes, focusing on entrepreneurship and business development	• Review the system in place for life long learning and personal development • Identify deficits in the system and prepare policy papers for consideration by government	• Develop a network of placement services that could assist persons in locating training resources	• Identify key skills that are necessary for the reduction of poverty and the promotion of pro-poor growth • Structure and conduct training programmes to enable persons living in poverty to improve their life situation
1.6. Develop appropriate financial instruments to support small and micro enterprises	• Research international good practices for financial small and micro enterprises • Prepare alternatives appropriate to the Grenada operating environment	• Assist small and micro enterprises in their approaches to financial institutions • Facilitate collaborative applications for financing	• Work with credit unions and other financial institutions to develop creative financial instruments to support small and micro enterprises

Intervention	Nature of the Intervention		
	Advocacy	Support	Direct Interventions
1.7. Develop models of cooperatives and collaboratives appropriate to Grenada's current needs	<ul style="list-style-type: none"> • Review international good practice of cooperation and collaboration among small and micro enterprises of 	<ul style="list-style-type: none"> • Facilitate the creation of collaboratives through the provision of advice, <i>hand-holding</i> and other appropriate support services 	<ul style="list-style-type: none"> • Develop working collaboratives
1.8. Develop alternative business models for small and micro enterprises	<ul style="list-style-type: none"> • Advocate for appropriate government agencies to review existing business models 	<ul style="list-style-type: none"> • Provide services to small and micro enterprises to adopt appropriate business models 	<ul style="list-style-type: none"> • Specific non-state actors adapt business models to suit operations among their membership
1.9. Develop community assets inventory	<ul style="list-style-type: none"> • Articulate the need to create an inventory of the tacit and explicit community assets of Grenada 	<ul style="list-style-type: none"> • Assist communities in developing their assets inventory 	<ul style="list-style-type: none"> • NSAP provide appropriate co-ordination and networking support, including development of templates for collection of data • Specific community-based organisations create an inventory and map of their respective assets • Create a map of the community assets of Grenada, giving priority to assets that have applicability to poverty reduction and pro-poor growth
2. Agriculture			
2.1. General Interventions			
2.1.1. National land use plan	<ul style="list-style-type: none"> • Advocate for the development of a 		

Intervention	Nature of the Intervention		
	Advocacy	Support	Direct Interventions
	national land use plan • Propose immediate designation of most fertile lands for agriculture to halt alienation while plan is being developed		
2.1.2. Improve extension services to ensure greater effectiveness in poverty reduction	• Conduct international good practice analysis of extension services • Develop a model of extension services appropriate to the needs of Grenada	• Assist persons to access extension and other services	
2.1.3. Establish equipment sharing and joint purchasing operations	• Secure government incentives and support for equipment collaboratives	• Assist farmers in identifying opportunities for collaboration	• NSAs, especially farmers organisations and CBOs establish equipment pooling and purchase collaboration
2.2. Specific Project Interventions			
2.2.1. Mainstreaming Good Agricultural Practices (GAPs)	• Publicise the benefits of GAPs • Encourage government to provide incentives to persons engaging in GAPs • Work with Ministry of Education to get a school programme on GAPs	• Assist farmers in securing certification services	• Recruit partners • Provide training in GAPs techniques
2.2.2. Producing Natural Fertilizers	• Publicise the benefits of the use and manufacture of natural fertilizers • Secure the collaboration	• Secure technical assistance for manufacturers of fertilizers	• Recruit partners • Work in collaboratives to collect and transport cuttings and pen manure

Intervention	Nature of the Intervention		
	Advocacy	Support	Direct Interventions
	<ul style="list-style-type: none"> of the necessary partners • Encourage government to provide incentives to the manufacturers of natural fertilizers • Work with the Ministry of Agriculture to ensure that extension services are appropriate 	<ul style="list-style-type: none"> • Conduct feasibility of the manufacture of natural fertilizers • Develop appropriate business models for the manufacture of natural fertilizers 	
2.2.3. Expansion of Commercial Poultry Farming	<ul style="list-style-type: none"> • Encourage government to strengthen and uphold standards and safety and health regulations with regard to the poultry industry • Encourage government to ensure that trading practices in poultry are fair, including anti-dumping • Work with the Ministry of Agriculture to ensure that extension services are appropriate • Advocate the use of local inputs in the manufacture of poultry feed 	<ul style="list-style-type: none"> • Develop models for poultry farming at different levels of production • Provide training for poultry farmers • Prepare prospectus for poultry production • Secure technical assistance to develop cheaper alternatives to conventional poultry feed • Provide training in handling and storage 	<ul style="list-style-type: none"> • Work in collaboratives to operate poultry farms • CBOs work in collaboratives for the purchase of supplies, etc. • Work in collaboratives to develop alternatives to poultry feed • Develop central processing operations
2.2.4. Nurturing Family Range Reared Poultry (Yard Fowl) Farming	<ul style="list-style-type: none"> • Publicize range reared poultry family farming • Work with the Ministry of Agriculture to ensure that extension services are appropriate 	<ul style="list-style-type: none"> • Conduct training for families involved in poultry farming • Assist family farms to access supports • Secure technical 	<ul style="list-style-type: none"> • CBOs work in collaboratives for the purchase of supplies, etc. • Work in collaboratives to develop alternatives to poultry feed

Intervention	Nature of the Intervention		
	Advocacy	Support	Direct Interventions
	<ul style="list-style-type: none"> Advocate the use of local inputs in the manufacture of poultry feed 	assistance to develop cheaper alternatives to conventional poultry feed <ul style="list-style-type: none"> Provide training in handling and storage 	
2.2.5. Promoting Agro Processing Clustering	<ul style="list-style-type: none"> Work with the Ministry of Agriculture to ensure that extension services are appropriate Work with the GIDC to develop models, incentives and other variables to improve the functioning of agro processing clusters Work with the Produce Chemist, Bureau of Standards to develop formulations, standards, etc. for agro processing 	<ul style="list-style-type: none"> Assess the state of agro-processing clustering in Grenada Develop a model of clustering for small and micro enterprises Conduct training in the business model as appropriate 	<ul style="list-style-type: none"> Establish at least one pilot project Farmers organisations and other appropriate NSAs operate collaboratives to produce snacks
2.2.6. Improving the Local Value Chain of Root Crops	<ul style="list-style-type: none"> Work with the Ministry of Agriculture to ensure that extension services are appropriate Explore opportunities for the provision of services for storage and other aspects of post-harvest handling Encourage government to establish database to avoid gluts and shortages 	<ul style="list-style-type: none"> Farmers organisations to increase collaboration with regard to propagation, rotation of production, marketing, equipment sharing Work with Produce Chemist, Bureau of Standards, Ministry of Agriculture and other relevant institutions and partners to develop value added products from 	<ul style="list-style-type: none"> Farmers organisations and community-based organisation to establish farmers markets Develop a root crop festival to demonstrate the diversity of root crops

Intervention	Nature of the Intervention		
	Advocacy	Support	Direct Interventions
2.2.7. Popularizing Aquaponics	<ul style="list-style-type: none"> • Work with the Ministry of Agriculture to ensure that extension services are appropriate • Work with Ministry of Education to get a school programme on aquaponics • Popularize and demonstrate the benefits from aquaponics 	<p>root crops</p> <ul style="list-style-type: none"> • Secure technical assistance for the development of an aquaponics module appropriate for Grenada • Secure financial assistance to help individuals set up aquaponics operations 	<ul style="list-style-type: none"> • Establish at least one pilot project to demonstrate the feasibility of the model • Farmers organisations and other appropriate NSAs operate collaboratives to commercialize aquaponics
2.2.8. Adding Value to Natural Herbs	<ul style="list-style-type: none"> • Public education on the value and potential of herbs and processing of herbs • Advocate for incentives and specific policies for the herb sectors • Work with the Ministry of Agriculture to ensure that extension services are appropriate 	<ul style="list-style-type: none"> • Secure technical and financial assistance to conduct research and analysis of Grenadian herbs • Secure technical and financial assistance to explore processing possibilities 	<ul style="list-style-type: none"> • Establish collaboratives to add value to herbs
2.2.9. Expanding the Production of Honey and Related Products	<ul style="list-style-type: none"> • Encourage government to pursue the rights of Grenadian beekeepers within the context of CARICOM • Work with the Ministry of Agriculture to ensure that extension services are appropriate • Work with Ministry of Education to get a 	<ul style="list-style-type: none"> • Beekeepers Association to work with new and upcoming beekeepers and schools to increase the number of beekeepers in the country 	<ul style="list-style-type: none"> • Explore co-packaging for exports • Explore opportunities and requirements for export to CARICOM countries especially Barbados and Trinidad and Tobago
	<ul style="list-style-type: none"> • school programme on beekeeping 		

3. Information and Communication Technology			
3.1. General Interventions			
3.1.1. Mainstream pro-poor considerations in the national ICT strategy	<ul style="list-style-type: none"> • Review the National ICT Strategy to assess whether pro-poor considerations are mainstreamed • Make recommendations for stronger poverty reduction pro-poor growth using ICT as an enabler and as a source of employment. 		
3.1.2. Establish collaborative partnerships with information technology providers to facilitate poverty reduction strategies – LIME, FLOW, Digicel	<ul style="list-style-type: none"> • Articulate a collaborative model with ICT providers to increase access by persons living in poverty, to increase the delivery training and personal development 		<ul style="list-style-type: none"> • Work with service providers to establish at least one hot spot in each community and village
3.2. Specific Projects			
3.2.1. Community Infomobilization	<ul style="list-style-type: none"> • Encourage government to include infomobilisation in its poverty reduction strategy and pro-poor growth initiatives 	<ul style="list-style-type: none"> • Assist communities in mobilising their information resources for community and personal empowerment 	<ul style="list-style-type: none"> • Assess the sources and uses of information resources in Grenada • Sensitise communities about the potential of information and information technologies as tools for empowerment • Use information

			resources of communities more effectively to address poverty reduction and pro-poor growth and mobilise other resources
3.2.2. Grenada ICT Incubator	<ul style="list-style-type: none"> • Present to government models of ICT economic activity that are consistent with pro-poor growth 	<ul style="list-style-type: none"> • Secure technical and financial assistance to develop a model of ICT incubation that is feasible in Grenada 	<ul style="list-style-type: none"> • Identify the information and communication technology human capital available to Grenada • Explore collaborative possibilities for establishing incubation centres
4. Energy			
4.1. General Interventions			
4.1.1. A renewable energy policy that incentivizes and rewards innovation by Grenadians	<ul style="list-style-type: none"> • Submit to government a structured, comprehensive set of policy recommendations concerning the development of an indigenous renewable energy programme 		
4.2. Specific Projects			
4.1.1. Increasing Independent Solar Generation for Domestic and Small and Micro Enterprise Uses	<ul style="list-style-type: none"> • Generate public awareness of the solar options including cost and financing opportunities and regulations 	<ul style="list-style-type: none"> • Negotiate facilities with credit unions and other financial institutions for the installation of solar energy systems for residential and micro enterprise use to qualifying participants 	<ul style="list-style-type: none"> • Develop and display applications of models of solar generation for domestic and micro-industrial usage
4.1.2. Green Hotels	<ul style="list-style-type: none"> • Advocate for a pro-growth, pro-environment incentive regime 		<ul style="list-style-type: none"> • NSAs implement green strategy in their hotel properties.

Table 1-5
Summary of Intervention by Impact

Intervention	Impact of the Intervention		
	Enabling	Focused	Inclusive
1. Main Streaming Pro-Poor Considerations in National Institutions and Policies			
1.1. Reviewing main government policy documents to identify their pro-poor dimensions and making recommendations for revisions to ensure that pro-poor considerations are included		<ul style="list-style-type: none"> Existing Government policies revised to have an increased pro-poor focus 	
1.2. Intervening in the development of any new policy and legislative initiatives to ensure pro-poor considerations are mainstreamed		<ul style="list-style-type: none"> Poverty reduction and pro-poor growth strategies mainstreamed in new government policies 	
1.3. Reviewing the functioning of key institutions charged with delivering services to persons living in poverty and vulnerable to poverty to determine their effectiveness in poverty reduction		<ul style="list-style-type: none"> Key institutions more effective in the delivery of pro-poor services 	
1.4. Create a research and development and innovation system, which could incubate and support the development and adaption of appropriate technologies			Grenada has a increased capacity for innovation
1.5. Develop life-long learning programmes, focusing on entrepreneurship and business development	<ul style="list-style-type: none"> Persons living in poverty become more empowered 		
1.6. Work with credit unions and other financial institutions to develop appropriate financial instruments to support small and micro enterprises	<ul style="list-style-type: none"> New opportunities are made available to persons living in poverty to achieve a better quality of life and to grow out of poverty 		
1.7. Review models of cooperatives and collaboratives to construct one appropriate to Grenada's current needs	<ul style="list-style-type: none"> New opportunities are made available for micro and cottage industries to achieve greater viability 		

Intervention	Impact of the Intervention		
	Enabling	Focused	Inclusive
1.8. Develop alternative business models for small and micro enterprises	<ul style="list-style-type: none"> • New opportunities are made available for micro and cottage industries to achieve greater viability 		
1.9. Develop community assets inventory	<ul style="list-style-type: none"> • Greater awareness on the part of communities of their assets and increased ability to leverage their assets 		
2. Agriculture			
2.1. General Interventions			
2.1.1. Develop a national land use plan			<ul style="list-style-type: none"> • Greater potential for balanced and environmentally sustainable development
2.1.2. Advocate for changes in the approach to extension services to ensure greater effectiveness in poverty reduction	<ul style="list-style-type: none"> • Better delivery of services to farmers 		
2.2. Specific Project Interventions			
2.2.1. Main Streaming Good Agricultural Practices			<ul style="list-style-type: none"> • Opportunities for poor and non-poor entrepreneurs to increase income earning potential
2.2.2. Producing Natural Fertilizers			<ul style="list-style-type: none"> • Opportunities for poor and non-poor entrepreneurs to increase income earning potential
2.2.3. Expansion of Commercial Poultry Farming			<ul style="list-style-type: none"> • Opportunities for poor and non-poor entrepreneurs to increase income earning potential and for poor households to increase nutritional

Intervention	Impact of the Intervention		
	Enabling	Focused	Inclusive
2.2.4. Nurturing Family Range Reared Poultry Farming		<ul style="list-style-type: none"> • Opportunities for poor households to increase nutritional intake and to increase income earning potential 	intake
2.2.5. Promoting Agro Processing Clustering		<ul style="list-style-type: none"> • Opportunities for poor households to increase nutritional intake and to increase income earning potential 	
2.2.6. Improving the Value Chain to Root Crops			<ul style="list-style-type: none"> • Opportunities for poor and non-poor entrepreneurs to increase income earning potential
2.2.7. Popularizing Aquaponics			<ul style="list-style-type: none"> • Opportunities for poor and non-poor entrepreneurs to increase income earning potential and increase nutritional intake
2.2.8. Adding Value to Natural Herbs			<ul style="list-style-type: none"> • Opportunities for poor and non-poor entrepreneurs to increase income earning potential
2.2.9. Expanding the Production of Honey and Related Products			<ul style="list-style-type: none"> • Opportunities for poor and non-poor entrepreneurs to increase income earning potential

3. Information and Communication Technology			
3.1. General Interventions			
3.1.1. Mainstream pro-poor considerations in the national ICT strategy	<ul style="list-style-type: none"> • Greater opportunities for persons living in poverty to harvest the benefits of ICT 		
3.1.2. Establish collaborative partnerships with information technology providers to facilitate poverty reduction strategies – LIME, FLOW, Digicel	<ul style="list-style-type: none"> • Greater opportunities for persons living in poverty to harvest the benefits of ICT 		
3.2. Specific Projects			
3.2.1. Community Infomobilization	<ul style="list-style-type: none"> • Greater opportunities for persons living in poverty to harvest the benefits of ICT 		
3.2.2. Grenada ICT Incubator			<ul style="list-style-type: none"> • Opportunities for poor and non-poor entrepreneurs to increase income earning potential
4. Energy			
4.1. General Interventions			
4.1.1. Establish a renewable energy policy that incentivizes and rewards innovation by Grenadians			<ul style="list-style-type: none"> • A more secure environmental future for Grenada and reduced cost of shelter for persons in poverty
4.2. Specific Projects			
4.2.1. Increasing Independent Solar Generation for Domestic and Small and Micro Enterprise Uses	<ul style="list-style-type: none"> • Reduced cost of shelter for Grenadians living in poverty and increased viability of cottage industries 		
4.2.2. Green Hotels			<ul style="list-style-type: none"> • Increased viability of the tourism sector with increased employment opportunities and a more secure environmental future for Grenada

2.0 MAINSTREAMING POVERTY REDUCTION AND PRO-POOR GROWTH

2.1 INTRODUCTION

The interventions in this section of the MAP focus on creating a more conducive environment for poverty reduction and fostering pro-poor growth. At present, for the most part, poverty reduction is treated as an addendum in legislation, policy and institutional structures. The Alternative Strategy stresses that it is essential that consideration of the impact of legislation, policy and institutions have on a group that is more than half of the population. The indigent, poor and vulnerable to poverty must be raised to a key demographic group in the society in the country's economic, social and political framework.

The interventions in this group related to:

- a. **Governance:** How sensitive is the policy environment to the requirements for poverty reduction?
- b. **The empowerment structure:** How can greater access by persons living in poverty be assured?
- c. **Pro-poor growth:** What conditions can be created to give persons in poverty a better opportunity to create wealth for themselves and the country?

2.2 GOVERNANCE

2.2.1 REVIEW OF KEY POLICY DOCUMENTS

Problem to be Addressed	<p>Many policies which are supposed to serve as the basis for reducing poverty and/or improving the quality of life of persons living in poverty or could have an impact on poverty do not achieve their objectives as effectively as they could. Part of the reason is that very often policies are developed without a sufficient understanding of the nature of the poverty problem. As a consequence, the policy formation process is flawed by definition.</p> <p>Moreover, several of the interventions to address poverty are designed mainly to deal with the effects or manifestation of the state of living in poverty, such as nutritional deficits, inability to access education because of lack of transportation money. These are important and necessary measures, but cannot be the basis for poverty reduction.</p> <p>The latest CPA was prepared in 2007/2008. The version before that was 1998. The policy instruments for poverty relief and poverty reduction have not been subject to an audit since the preparation of the 2007/2008 CAP.</p>
Objective	An upgrade in the pro-poor orientation of policies affecting persons living in poverty
Activities	<ol style="list-style-type: none"> 1. Prepare an inventory of policies that impact directly on the conditions of life of persons living in poverty 2. Prioritise the inventory in terms of greatest impact on persons living in poverty 3. Systematically review policies to determine pro-poor deficits 4. Develop specific alternatives to close deficits 5. Validate alternatives 6. Present alternatives 7. Mobilise resources in support of alternatives

2.2.2 INSTITUTIONAL REVIEW

Problem to be Addressed	There are certain institutions that are key in the delivery of poverty relief and poverty reduction services and others that have a role to play in pro-poor growth. Such institutions should be audited to ensure that their orientation and processes are optimal for the delivery of the required services. Such an audit would have implication for on-going and future government poverty reduction programmes as well as the supports necessary for the implementation of this MAP.
Objective	Ensure that the institutional framework for poverty reduction and pro-poor growth functions efficiently and effectively.
Activities	<ol style="list-style-type: none"> 1. Identify the key institutions that deliver poverty relief, poverty reduction and pro-poor growth services 2. Identify the processes in each institution that are critical to poverty relief, poverty reduction and pro-poor growth 3. Prioritise the processes identified 4. Conduct an audit of the processes and the institutional framework in which they are conducted 5. Benchmark good practice 6. Conduct a gap analysis between current performance and desired performance level 7. Propose remedial programme

2.2.3 POLICY FORMATION ADVOCACY

Problem to be Addressed	In the Alternative Strategy, NSAs have a framework and yardstick to measure the efficacy of poverty reduction poverty reduction and pro-poor growth policy formation in Grenada. This is an opportunity for NSAs to be proactive and ensure that future policy mainstreams pro-poor considerations.
Objective	To mainstream pro-poor considerations in policy formation in Grenada
Activities	<ol style="list-style-type: none"> 1. NSAP establish an understanding with Government for an appropriate point of entry (including modalities) to comment and make input on new policy and legislation with implications for poverty reduction and pro-poor growth 2. NSAP create a mechanism for commenting on and developing pro-poor alternatives for inclusion in government policy 3. NSAP continuously monitor the development of government policy to identify opportunities to strengthen pro-poor considerations 4. NSAP in its monitoring and evaluation of its own programmes as well as government's programme in poverty reduction identify opportunities for improving the pro-poor consideration in policy and legislation

2.3 EMPOWERMENT INFRASTRUCTURE

2.3.1 INNOVATION SYSTEM

Problem to be Addressed	<p>The major source of growth and development in the twenty-first century is the human capital of a country; small countries are no exception. The developing countries that have experienced some of the most robust growth are the ones that have been able to recognise, incentivize and reward innovation. These countries actually establish innovation systems. This might be challenging for Grenada. It requires significant mindset change as well as investment of resources.</p> <p>The need is for an innovation system to engage in research, development, innovation, and technology adaptation that address the specific needs of the country.</p> <p>Grenada does have some of the key ingredients for creating an innovation system, including a well-educated and trainable population. Additionally, one of the benefits of globalisation is a fairly free flow of knowledge and information and ways of thinking. The true challenge is to harvest the latent resources of the country.</p>
Objective	Create a research and development and innovation system, which could incubate and support the development and adaptation of appropriate technologies
Activities	<ol style="list-style-type: none"> 1. Advocate for the government to establish a national innovation system 2. Conduct research on national innovation systems to identify key success factors and other good practice factors 3. In the absence of action by Government, convene a multi-stakeholder task force (academia, private sector, NGO community, students, inventors, etc.) to develop a framework for a national innovation system 4. Develop a concept paper that addresses the needs of Grenada for presentation to Government 5. Engage in a public education process to alert the national community to the needs and potential of a national innovation system and the part that citizens could play

2.3.2 LIFE LONG LEARNING

Problem to be Addressed	<p>The tacit and explicit knowledge of citizens can, in many instances, be turned into viable business opportunities that could have a significant income earning potential for persons living in poverty and employment generation possibilities. Commercialising these assets requires a range of skills that are not normally present among persons living in poverty.</p> <p>This intervention seeks to build skills, and particularly business skills, in communities that would allow them to harvest the full potential of tacit and explicit knowledge.</p>
Objective	Develop life-long learning programmes, focusing on entrepreneurship and business development
Activities	<ol style="list-style-type: none"> 1. Identify the skills required for small and micro entrepreneurs to be successful in turning their ideas into businesses 2. Conduct an inventory of the range of relevant training available 3. Conduct an analysis of the training offered and the training needed 4. Develop a plan of action to address gaps identified 5. Develop training modules as appropriate where the subject matter is not available

2.3.3 INVENTORY OF COMMUNITY ASSETS

Problem to be Addressed	<p>For the implementation of its Alternative Strategy and Action Plan, the NSAP will need to call on all available resources. The more the NSAP can rely on resources over which it and its members control, the greater will be the chances of success and effectiveness of the strategy and the action plan. Even in a small society as Grenada, the resources that are available are not necessarily known when required.</p> <p>This intervention seeks to design and populate an inventory of resources and assets that in the first instance will be available to the NSAP in the execution of its work.</p> <p>As the inventory is developed and expanded it has the potential to be a powerful tool in building the self-confidence of Grenadian society.</p>
Objective	Creation of an analytic and annotated inventory of community assets
Activities	<ol style="list-style-type: none"> 1. Define units of community 2. Assess the readiness of individual communities for participation in the inventory 3. Create a community-wide individual skills/assets inventory 4. Create a community-wide institutional assets inventory 5. Create economic linkages and business assets inventory 6. Map assets 7. Integrate individual community inventories into a country-wide map

2.4 PRO-POOR GROWTH

2.4.1 FINANCIAL INSTRUMENTS

Problem to be Addressed	<p>Small and micro entrepreneurs are disadvantaged when seeking financing for business ideas. These disadvantages are compounded when the entrepreneur does not have collateral, access or social standing. These factors reinforce poverty by denying the poor entrepreneur the opportunity to convert her idea to business. It also denies the society the opportunity of the multiplier effect from business opportunity.</p> <p>Financial institutions almost by definition are conservative and cautious and are more unwilling to take a chance on someone who is poor than on someone who is well connected and better off. On the whole, larger financial institutions do not have a good insight into the community and are unable to weigh community assets in their decisions.</p> <p>In Grenada, community-based credit unions have been more inclined to take the risks on small and micro entrepreneurs. There is scope to widen this practice by establishing some shared norms and deepening the understanding of the process and risk management of small and micro businesses.</p>
Objective	Appropriate financial instruments to support small and micro enterprises in pro-poor

	growth projects
Activities	<ol style="list-style-type: none"> 1. Assess the extent of the market for financing by small and micro enterprises in Grenada 2. Secure technical assistance to model financial instruments that are suited to the market 3. Create collaboratives among indigenous and community financial institutions to support small and micro business, especially in the communities in which they are located 4. Explore means of mobilising community savings 5. Develop a community education programme on accessing pro-growth funding 6. Explore the possibilities for establishing a revolving fund for financing small and micro enterprises

2.4.2 COLLABORATION MODELLING

Problem to be Addressed	<p>Small and micro enterprises always face the challenges of scale of operations. These challenges manifest themselves in areas such as access to financing, ability to automate, and ability to acquire equipment. In the case of Grenada and specifically with regard to the action plan of the Alternative Strategy, the agriculture sector has been identified as one of the principal areas to lead pro-poor growth.</p> <p>In both the areas of cultivation and agro-processing, the constraints of size and access to financing are apparent. In agriculture as well as in the other sectors specified in the Alternative Strategy and the economy at large, the prospects of pro-poor growth interventions would have better chance of success if entrepreneurs were able to collaborate.</p> <p>This intervention will seek to address modalities for collaboration at the individual entrepreneurial level as a means of overcoming problems of scale. The intervention will explore the development of models that have applications in various sectors and even forms of business if deemed appropriate.</p>
Objective	Construct models of entrepreneurial collaboration appropriate to Grenada
Activities	<ol style="list-style-type: none"> 1. Identify the business opportunities in Grenada's pro-poor growth which are conducive to collaborative activities 2. Categorise the activities 3. Conduct international good practice research 4. Develop models which are applicable to Grenada's needs 5. Identify opportunities for sharing equipment, packaging, purchasing, etc.

2.4.3 BUSINESS MODELS

Problem to be	The Alternative Strategy and Action Plan has identified a number of business activities which can promote pro-growth development in Grenada. In many cases, the entrepreneurs
Addressed	and potential entrepreneurs who would be implementing these strategies would have only limited, if any, exposure to business practices. This initiative is designed to develop business models for various business activities.
Objective	Alternative business models for small and micro enterprises
Activities	<ol style="list-style-type: none"> 1. Guidelines on how to identify target markets 2. Guidelines on business operations including appropriate technology and equipment; physical and process layout if appropriate 3. Opportunities for sharing production and packaging equipment; 4. Opportunities branding and opportunities for producing under one brand 5. Guidelines on labeling 6. Measures for ensuring cost competitiveness 7. Financial management cost analysis; product pricing; required fixed asset and working capital investment requirements; and cash-flow projection 8. Identification of competencies required for success

3.0 AGRICULTURE

3.1 BACKGROUND

3.1.1 AGRICULTURE AND POVERTY REDUCTION

The NSAP identifies a central place for agriculture in poverty reduction and pro-poor growth in Grenada. An assessment of the potential of agriculture indicates that interventions in this sector have an enabling impact in all but one of the seven growth and poverty reduction dimensions identified. This analysis is at Table 3-1.

Table 3-1
Potential Poverty Reduction Impact of the Agricultural Sector

Growth and Poverty Reduction Impact	Enabling	Focused	Inclusive	Neutral ⁶
Nutrition	✓			
Shelter	✓			
Income generation	✓			
Employment	✓			
Personal development	✓			
Access to government and other services				✓
Empowerment	✓			

In the six core principles, which the NSAP has articulated to guide the Alternative Strategy, intervention in agriculture would enable adherence to five; the sixth, good governance and accountability, would be more an enabler of the strategy rather than the effect.

Table 3-2
Adherence to NSAP Core Principles

Core Principle	High	Medium	Low	Neutral
Equity	✓			
Gender equity	✓			
Increased self-reliance	✓			
Inclusiveness and participation	✓			
Good governance and accountability				✓
Sustainable development	✓			

⁶ Project will not necessarily make an impact on the poor, but will not worsen poverty

3.1.2 THE GRENADA AGRICULTURAL SECTOR

Grenada is a small country of some 133 square miles. The size of the country and its topography means that large-scale agriculture production is not feasible⁷. Historically, even the main export crops have not been grown on large estates, but by small farmers with properties of a few acres. Moreover, the agricultural products of Grenada are exported with minimal processing and sometimes the finished products from these raw materials are re-imported. As a result, Grenada benefits from the smallest part of the value chain of its agricultural products.

As a small country with a strong agricultural heritage and very fertile soils, several demands can and are made on the agriculture sector with regard to poverty reduction and pro-poor growth:

- a. Food security – providing adequate levels of nutrition for all citizens in all circumstances
- b. Protecting the physical environment and creating buffers against natural disasters and climate change
- c. Protecting the ecological system and maintaining bio-diversity
- d. Providing income generation opportunities Grenadians living in poverty
- e. Providing inputs into other sectors especially the tourism sector.

The big advantage Grenada has is its exceptionally fertile soils, whose naturally occurring chemical composition enhances the taste and/or quality for a number of products, chief among them nutmeg and cocoa. A SWOT analysis of the agriculture sector in Grenada with implications for growth and poverty reduction is in Table 3-1.

Table 3-3
Pro-Poor SWOT Analysis of Agriculture Grenada

Strengths	Opportunities
<ul style="list-style-type: none"> • Very fertile soils • Strong tradition of agriculture, though waning • High level of tacit knowledge about agricultural practices appropriate to 	<ul style="list-style-type: none"> • Growing demand for organic and natural foods • Linkages to the tourism sector • Opportunity to leverage existing high quality brands – Grenada Chocolate,

⁷ Large scale agricultural production is not taken in the context only what is considered large in Grenada, but in the context of global production and the economies of scale that derive from individual holdings of hundreds or even thousands of hectares.

<p>Grenada</p> <ul style="list-style-type: none"> • International reputation as a producer of spices • International reputation for high quality spices • International reputation for Grenada Chocolate • A vibrant tourism sector adding to the market size 	<p>De La Grenade, Noelville</p> <ul style="list-style-type: none"> • Access to the internet for the marketing and sale of high end agricultural products • Market access arrangements
<p>Weaknesses</p> <ul style="list-style-type: none"> • Small size of the domestic market • High input costs • Outdated approach to agriculture • Inadequate research and development, especially on products in which Grenada has an advantage e.g. cocoa and nutmeg • Small size of plots • Absence of national land use policy • Slow recovery from the devastations of Hurricanes Ivan and Emily • Inefficient and expensive transportation and logistics in the Caribbean • Openness of the economy • High dependence on food imports • Insufficient existence and enforcement of agriculture policies • Obsolete farming systems • Limited use of technology • Inadequate credit facilities • Unattractive prices • Disorganised markets • Lack of production planning • Deficiencies in post harvest handling 	<p>Threats</p> <ul style="list-style-type: none"> • Loss of fertile agricultural land to other uses • Natural disasters • Lack of interest in agriculture on the part of younger persons • Loss of agricultural heritage • Higher food safety expectations and food safety standards in developed countries • Processes of international trade liberalization • Inflexibility for adjustment • Exploitation of small farmers by middlemen and consolidators • Praedial larceny

3.1.3 OTHER CHALLENGES

The Alternative Strategy notes that the greatest barrier to the development of agriculture is psychological. Agriculture is identified with backbreaking tedious work with questionable and small rewards. This psychological orientation is especially marked among the younger generation who tend to see their future outside of agriculture. While Grenada has a strong culture in agriculture, as evidenced in many persons who continue to maintain a vegetable garden even with their day jobs, there is a marked shift away from agriculture, particularly a shift away from engagement on a full time basis.

The tradition of agriculture and the tacit knowledge about the soils and methods represent a community asset that should be protected or may be lost.

3.1.4 THE ALTERNATIVE STRATEGY RESPONSE

In light of the foregoing, the response of the Alternative Strategy seeks to address these issues. The following conclusions have been drawn and responses offered:

- a. Grenada cannot expect to be competitive in agricultural processes that require mass production.
- b. Grenada must focus on capturing as much of the value chain as possible for any agricultural production through value-added processing.
- c. An effort should be made to identify agricultural activities which can inspire and fire the imagination of young Grenadians;
- d. Projects should have a special outreach to schools and youth groups;
- e. Projects should seek to encourage backward and forward linkages within the agriculture sector and inter-sectoral linkages between agriculture and other sectors in the economy;
- f. Proposals should ensure sustainability and respect for the environment;
- g. Proposals should provide short term rewards as well as long term sustainability;
- h. Given the international trends including growing health and fitness concerns, environmental impact of agricultural production, increases in food safety scrutiny, Grenada's agricultural industry should be geared to production practices that would meet the international market standards and attract a premium.

3.2 MAINSTREAMING GOOD AGRICULTURAL PRACTICES

3.2.1 SUSTAINABLE AGRICULTURE

With a small land space, limited, if any, physical planning framework, vulnerabilities to climate change, rising food prices and other threats, food security and drawing on the agriculture traditions of Grenada is an imperative. One of the deficits of poverty is nutrition. In the case of Grenada, the agricultural heritage of the people may have been a mitigating factor in this regard, since many Grenadians engage in some agriculture. As part of a poverty reduction strategy the objective should be to ensure that the tacit and explicit assets of the Grenadian community are brought to bear in agriculture and that these community assets are married with demonstrated good practice in sustainable agriculture.

In developing the MAP, the possibility of initiatives in organic agriculture was explored. It was determined, however, that there were financial and physical constraints which made organic agriculture challenging and beyond the reach of a pro-poor growth strategy⁸. In its

⁸ Among them the high cost of certification and the geographic requirements of the buffer zone.

place, the MAP proposes a Good Agricultural Practices (GAPs) approach to pro-poor growth and poverty reduction in the agriculture sector.

The Food and Agriculture Organisation of the United Nations (FAO) uses GAPs as a collection of principles to apply for on-farm production and post-production processing, resulting in safe and health food and non-food agricultural products, while taking into account economic social and environmental sustainability. GAPS may be applied to a wide range of farming systems and at different scales. They are applied though sustainable agricultural methods. The desired outcome is to economically and efficiently produce sufficient (food security), safe (food safety) and nutritious food (food quality).

There are GAPs related to:

- a. Soil
 - i Reducing erosion by wind and water through hedging and ditching
 - ii Application of fertilizers at appropriate moments in adequate doses to avoid run-off
 - iii Maintaining and restoring the soil's organic content, by manure application, use of grazing, crop rotation
 - iv Reduce soil compacting issues (by avoiding using heavy mechanical devices)
 - v Maintain soil structure, by limiting heavy tillage practices
 - vi Practice scheduled irrigation, with monitoring of plant needs and soil water reserve status to avoid water loss by drainage
 - vii Prevent soil salinization
 - viii Avoid drainage and fertilizer run off
 - ix Manage carefully water table, by limiting heavy output of water
 - x Restore or maintain wetlands
 - xi Provide good water points for livestock
- b. Animal production, health and welfare
 - i Respect of animal well-being
 - ii Avoid non-therapeutic mutilations, surgical or invasive procedures
 - iii Avoid negative impacts on landscape, environment and life

Even within the general Good Agricultural Practices approach, one particular model, which may be applicable to Grenada, is permaculture, which is seen as a best practice of sustainable land management. This model has been used in a number of locations which have become “green” such as Israel and Cuba. In the latter case, permaculture was used to revive their lands from the use of synthetic inputs and to establish agriculture in urban environments. The latter application in the urban environment has great potential for Grenada and in particular affecting poverty reduction among the urban poor with particular reference to nutrition and even income generation.

3.2.2 DESCRIPTION OF THE INTERVENTION

This intervention will seek to demonstrate to farmers and potential farmers the benefits to be derived from engaging in GAPs. It is expected that GAPs would also have attraction to younger farmers who could realise a challenge in the process.

The intervention will take the form of a pilot project for a minimum of ten and a maximum of twenty plots. Ideally, there should be at least one farm in the pilot in each of the Grenada's parishes.

The intervention will seek the collaboration of the Grenada Organic Agriculture Association, natural and organic associations in the region, the FAO and the Inter American Institute for Cooperation on Agriculture, among others.

Table 3-4
Sustainable Agriculture: Poverty Reduction Impact

Growth and Poverty Reduction Impact	Enabling	Focused	Inclusive	Neutral
Nutrition			✓	
Shelter	✓			
Income generation	✓			
Employment	✓			
Personal development	✓			
Access to government and other services				✓
Empowerment	✓			
Gender equity impact		✓		
Environmental friendliness	✓			

Table 3-5
Sustainable Agriculture: Adherence to NSAP Principles

Core Principle	High	Medium	Low	Neutral
Equity	✓			
Gender equity	✓			
Increased self-reliance	✓			
Inclusiveness and participation	✓			
Good governance and accountability				✓
Sustainable development	✓			

Table 3-6
SPROUT: Natural Agriculture

Establishing Natural Farming In Grenada	
Geographical Coverage	All parishes
Project Date	TBD
Project Budget	TBD
Background	As a small country with a strong agricultural heritage and very fertile soils,

and Justification	<p>several demands can and are made on the agriculture sector with regard to poverty reduction and pro-poor growth:</p> <ol style="list-style-type: none"> Food security – providing adequate levels of nutrition for all citizens in all circumstances Protecting the physical environment and creating buffers against natural disasters and climate change Protecting the ecological system and maintaining bio-diversity Providing income generation opportunities Grenadians living in poverty Providing inputs into other sectors especially the tourism sector.
Problem to be Addressed	<p>Addressing the issues of:</p> <ol style="list-style-type: none"> Food security Nutrition Income generation
Target Groups	<ol style="list-style-type: none"> Existing farmers Persons with available land Youth and students Schools
Beneficiaries	<p>Direct beneficiaries</p> <ol style="list-style-type: none"> Participating farmers and farm households <p>Indirect Beneficiaries</p> <ol style="list-style-type: none"> Potential farmers Rural communities Consumers National Economy
Partners	<ol style="list-style-type: none"> Community farming associations Grenada Organic Agriculture Movement (Lead Agency) Ministry of Agriculture Grenada Industrial Development Corporation Market Access and Rural Enterprise Programme (MAREP) Inter American Institute for Cooperation on Agriculture (IICA) Trinidad and Tobago Organic Agriculture Movement Jamaica Organic Agriculture Movement Caribbean Organic Agriculture Movement Grenada Food and Nutrition Council Churches Ministries of Health and Environment Caribbean Agri-Business Association (Grenada Chapter)
Development Objectives (Impact)	<ul style="list-style-type: none"> To contribute to reduced poverty through increased food security at the farm and household level To contribute to environmental sustainability.
Immediate Objective (Outcome)	Standard of living of project participants improved
Output and Main Activities	<ol style="list-style-type: none"> Secure the support of partners for technical assistance Develop public education programme on the benefits of GAPs Secure the commitment of potential farmers Secure any necessary funding Arrange training

3.3 MANUFACTURE OF NATURAL FERTILIZER

3.3.1 BACKGROUND

A key ingredient in sustainable agriculture is natural fertilizer. It has also been found that the use of natural fertilizers is more sustainable than synthetics, since naturals actually help to restore the natural balance of the soil. This is particularly important for a country like Grenada for which the soil is a natural asset. At present, Jamaica is the only exporter of natural fertilizers in the Caribbean. Grenada imports natural fertilizers from Jamaica. Jamaican use of natural fertilizers has been found to be as effective as synthetic fertilizers and far less expensive.

One of the simplest and most economical, as well as very effective compositions of natural fertilizer is the combination of pen manure and bush cuttings. In the case of Jamaica, these two materials are combined and pelletized to arrive at a fairly standardised product, which is bagged and exported. The combination of pen manure and bush cuttings is more effective than pen manure only.

In Grenada, Government has a de-bushing programme, which is part of its social support programme. However, bush that is cut is either burnt or dumped. In other words a potential valuable resource is not used.

3.3.2 DESCRIPTION OF THE INTERVENTION

The objective of this intervention is the production of natural fertilizer using bush cuttings and pen manure. The main source of bush cuttings will be the Government's de-bushing programme. Secondary sources will be farmers and landholders' clearings. At present, bush cuttings are cleared up by waste removal companies and transported to dumping grounds. It should possible to have the cuttings transported to strategically positioned locations for composting and processing with pen manure.

There will be a ready domestic market for package pelletized natural fertilizer. Even if, natural farming does not take hold in Grenada, the natural agriculture movement is growing in popularity across the Caribbean and there could be possibilities for export to other CARICOM countries.

This intervention may be taken up by individual farmers, by farmers' associations or by small entrepreneurs. An analysis of possible actions by non-state actors in a potential natural fertilizer project at is presented in Table 3-4. In Table 3-5 adherence to NSAP principles is assessed and in Table 3-6 the summary project outline for nurturing the production of natural fertilizers is presented.

Table 3-7

Manufacture of Natural Fertilizer: Poverty Reduction Impact

Growth and Poverty Reduction Impact	Enabling	Focused	Inclusive	Neutral
Nutrition	✓			
Shelter	✓			
Income generation	✓			
Employment	✓			
Personal development	✓			
Access to government and other services				✓
Empowerment	✓			
Gender equity impact			✓	
Environmental sensitivity	✓			

Table 3-8

Manufacture of Natural Fertilizer: Adherence to NSAP Principles

Core Principle	High	Medium	Low	Neutral
Equity	✓			
Gender equity		✓		
Increased self-reliance	✓			
Inclusiveness and participation	✓			
Good governance and accountability				✓
Sustainable development	✓			

Table 3-9

SPROUT: Natural Fertilizer

Incubating the Manufacture of Natural Fertilizers	
Geographical Coverage	All parishes
Project Date	TBD
Project Budget	TBD
Background and Justification	<p>One of the natural resource assets possessed by Grenada are fertile soils with naturally occurring chemical compositions, which are conducive to the cultivation of certain agricultural products. In some of these products Grenada has gained an international reputation. The use of synthetic fertilizers contributes to the long-term degradation and changing of the composition of the soil.</p> <p>Synthetic fertilizers are also expensive. Moreover, all synthetic fertilizers used in Grenada are imported adding a strain on the economy. Grenada also imports natural fertilizers. The components for the manufacture of natural fertilizers exist in Grenada and are currently wasted.</p>
Problem to be Addressed	<ol style="list-style-type: none"> High price of agriculture inputs High import bill

	<ul style="list-style-type: none"> c. Environmental degradation d. Inputs for natural fertilizers exist in Grenada and are wasted.
Target Groups	<ul style="list-style-type: none"> a. Existing farmers b. Potential farmers
Beneficiaries	<ul style="list-style-type: none"> a. Farmers through: <ul style="list-style-type: none"> i The provision of cheaper inputs in their production processes; ii The potential to command better prices through the production of natural products iii The disposal of bush and other cuttings iv Sale of pen manure b. Agro-processors – through the use of better quality inputs c. Consumers – through the provision of better quality agriculture products d. The country through: <ul style="list-style-type: none"> i Reduced imports ii Preservation of soil quality e. Producers of packaging material f. Workers for the production of fertilizer
Partners	<ul style="list-style-type: none"> a. Farmers b. Farmers' organisations c. Ministry of Agriculture d. Ministry of Works (solid waste management) e. Solid waste management companies f. IICA g. Grenada Natural Agriculture Movement
Development Objective (Impact)	Contribution to more sustainable agriculture practices
Intermediate Objectives	Movement away from the use of synthetic fertilizers and development of an natural fertilizer capacity
Immediate Objective (Outcome)	The establishment of at least one production facility to manufacture pelletized natural fertilizer
Output and Main Activities	<ol style="list-style-type: none"> 1. Analyse the feasibility of the business model 2. Create a business plan 3. Prepare a prospectus for participants 4. Recruit partners 5. Develop public education programme to promote the use of natural fertilizers and to secure inputs for the manufacturing process

3.4 POULTRY FARMING

3.4.1 BACKGROUND

Increases in poultry farming can make a significant and immediate impact on poverty in Grenada. At present, Grenada imports about sixty (60) million pounds of poultry products each year. The country produces only one and a half (1.5) million pounds per year. Poultry

products are the single largest import item in Grenada. Moreover, it has been proved that the large exporting countries, which are the source of Grenada's imports (mainly the United States and Brazil), use developing countries such as Grenada as a location for dumping. In processing plants in these countries, the choicest cuts (breasts and wings) are harvested. The other, residual, parts that would have little or no value in those countries (legs and thighs and backs and necks) are exported to developing countries. It should be known that without the developing countries' markets these parts would be discarded.

Equally disturbing is the quality of some of meat that is imported into Grenada. It has been reported that poultry products of more than ten years of manufacture have been imported into Grenada on occasion. It is to be noted that these products cannot be sold in developed countries and must have undergone significant degradation over such a long period.

These unfair trading practices have a number of deleterious effects:

- a. They reinforce a pattern of trade that keeps local producers disadvantaged since the price at which these less desirable cuts can be provided is lower than the their actual cost of production.
- b. They allow the importation of sub-quality poultry products into the country.
- c. Because the products have little or no value in the exporting country they can be sold at a price that is below the cost of their production, making it impossible for Grenadian producers to compete.

A project to expand domestic poultry production would have a number of immediate impacts on poverty:

- a. It would provide for new income earning opportunities for persons currently living in poverty;
- b. It would make available better quality protein for persons in Grenada;
- c. It would provide additional sources of pen manure which could go back directly into an integrated farming operation or be sold as an input into a natural fertilizer operation.
- d. It would improve the nation's food security.
- e. It could create opportunities for farmers to produce more crops to provide inputs into the manufacture of chicken feed.

3.4.2 POULTRY PRODUCTION IN GRENADA

Grenada has an active Association of Poultry Producers (GAPP). GAPP has 300 paid members and there is at least that number of non-members engaging in poultry farming in the country. GAPP suggests that the optimal poultry farm should have ten thousand birds but with a minimum size of one thousand birds. GAPP notes, however, that the average size of farms now is 300-500 birds.

These numbers for feasibility are predicated on stand-alone operations to allow a reasonable return on investment and cash flow for the farmer. In view of the fact that many persons who are currently living in poverty would not be able to sustain the

recommended minimum level of investment an alternative could be found. In these circumstances there are opportunities for collaborative actions on the part of non-state actors to facilitate expanded poultry production in Grenada.

GAPP already has a vision of model of production that would see a number of small processing plants – three to begin with (one each in St. Patrick, Balthazar and St. David). These units could be owned by the farmers and would guarantee that birds raised will be bought. This would allow farmers to concentrate on the rearing of birds.

GAPP also documents that there are a number of empty chicken pens in Grenada.

In addition to commercial production, many families also engage in growing chickens in their “backyards” for personal use, referred to as “range-reared” or commonly referred to yard fowls. There are Grenadians who have a preference for range-reared chickens based on taste and tradition. These birds are reared with little scientific input and based on just traditional knowledge.

3.4.3 PROJECT DESCRIPTION

There are two aspects to poultry farming that are proposed in the MAP. The first is traditional commercial production and the second is the production of range-reared chickens (yard fowls).

The first proposed project would build on the vision of the GAPP and complement it. It will seek to address the issues of scale (in particular the minimum size of operation suggested by GAPP). It is proposed to encourage the integration of poultry farming with other kinds of compatible farming. These other sources of farming income would lower the break-even point for poultry side of the business, especially in the initial period.

The project will also have the possibility of farmers who may have the additional space on their properties, but may be unwilling or unable to go into poultry production themselves to make available the space to persons who may not have the property required. The assessment of this project and the related SPROUT are below in Tables 3-7 to 3-9.

The second project on poultry rearing will focus on expanding the production of range-reared chickens and seeking to exploit a potential market for these products. The assessment and SRPOUT for this project are below in Table 3-10 to 3-12.

Table 3-10
Small Farm Poultry Rearing: Potential Growth and Poverty Reduction Impact

Growth and Poverty Reduction Impact	Enabling	Focused	Inclusive	Neutral
Nutrition		✓		
Shelter	✓			
Income generation		✓		
Employment	✓			

Growth and Poverty Reduction Impact	Enabling	Focused	Inclusive	Neutral
Personal development				
Access to government and other services	✓			✓
Empowerment	✓			
Gender equity impact	✓			
Environmental sensitivity	✓			

Table 3-11
Small Farm Poultry Rearing: Adherence to NSAP Principles

Core Principle	High	Medium	Low	Neutral
Equity	✓			
Gender equity	✓			
Increased self-reliance	✓			
Inclusiveness and participation	✓			
Good governance and accountability				✓
Sustainable development	✓			

Table 3-12
SPROUT: Commercial Poultry Production

Expansion of Commercial Poultry Production	
Geographical Coverage	All parishes
Project Date	TBD
Project Budget	TBD
Background and Justification	<p>Grenada consumes some 20 million pounds of poultry products each year; only 1.2 million is produced locally. Poultry is Grenadian's favourite protein.</p> <p>A large proportion of the imported poultry products are residual parts – legs and thighs and backs and necks – which are not in demand in the main exporting countries and are, for all intents and purposes, dumped in Grenada at prices below their cost of production. Additionally, it is not unknown that old poultry products of questionable quality are also dumped on Grenada.</p> <p>Chickens have a relatively short maturation period and therefore poultry rearing has the potential to provide steady cash flow based on a relatively low initial investment.</p> <p>Part of the challenge to small poultry farmers has been the issue of processing, storage and marketing. The Grenada Association of Poultry Producers (GAPP) has developed a model for poultry rearing which would</p>

	allow the poultry farmers to concentrate on the actual process of raising their birds; processing would be done in centralized facilities and storage of processed products and marketing would also be handled by these facilities.
Problem to be Addressed	<ul style="list-style-type: none"> a. Nutritional deficits b. Inadequate income earning opportunities for Grenadians c. Outflow of foreign exchange d. Insufficient backward and forward linkages in the agriculture sector
Target Groups	<ul style="list-style-type: none"> a. Existing poultry farmers b. Persons with available land c. Community groups d. Youth groups e. Schools
Beneficiaries	<ul style="list-style-type: none"> a. Consumers: <ul style="list-style-type: none"> i Supply of less expensive protein ii Supply of better quality protein b. Farmers: <ul style="list-style-type: none"> i Increased income generation ii Supply of pen manure for use in other areas of farming as well as in the production of natural fertilizers c. National economy: <ul style="list-style-type: none"> i Foreign exchange savings - Reduction in imports ii Better nourished citizens
Partners	<ul style="list-style-type: none"> a. Grenada Association of Poultry Producers b. Existing poultry farmers c. Other farmers who could add poultry to their operations d. Farmers who could rent space on their property for the production of poultry
Development Objective (Impact)	<ul style="list-style-type: none"> • Better nutrition through access to cheaper and better quality protein. • Improved food security • Improved health
Intermediate Objective (Intermediate Outcome)	<ul style="list-style-type: none"> • Establishment of a viable poultry-rearing sector. • Sustain livelihoods in poultry sector
Immediate Objective (Immediate Outcome)	Increased capacity in poultry farming by small farm units
Outputs and Main Activities	<ul style="list-style-type: none"> 1. Build on a range of business models 2. Develop public awareness programme 3. Recruit partners 4. Establish network of producers 5. Legal and policy framework enhanced 6. Reduce the cost of feed

Table 3-13**Family Farm Range Reared Poultry Production: Potential Poverty Reduction Impact**

Growth and Poverty Reduction Impact	Enabling	Focused	Inclusive	Neutral
Nutrition	✓			
Shelter	✓			
Income generation	✓			
Employment	✓			
Personal development	✓			
Access to government and other services				✓
Empowerment	✓			
Gender equity impact	✓			
Environmental sensitivity			✓	

Table 3-14**Family Farm Range Reared Poultry Production: Adherence to NSAP Principles**

Core Principle	High	Medium	Low	Neutral
Equity	✓			
Gender equity	✓			
Increased self-reliance	✓			
Inclusiveness and participation	✓			
Good governance and accountability				✓
Sustainable development	✓			

Table 3-15**SPROUT: Range Reared Poultry (Yard Fowl) Production**

Nurturing Family Range Reared Poultry Farming	
Geographical Coverage	All parishes
Project Date	TBD
Project Budget	TBD
Background and Justification	Many families in Grenada, who are indigent, living in poverty or vulnerable to poverty, have a deficit in their protein intake. After Hurricane Ivan, as part of a project funded largely by Christian Aid and Oxfam with cooperation from USAID a poultry-rearing project to improve the nutrition of Grenadian households was implemented. Christian Aid and Oxfam provided the resources for the acquisition of the chicks and USAID as part of their carpentry programme provided assistance for building coops.

	<p>The programme distributed a minimum of twenty-five chicks to each family. On maturation, each recipient was required to give back a number of mature birds in order to receive a new supply of chicks. This way the project was sustained for a longer period.</p> <p>Persons engaged in the project were not only able to have the benefit of increased nutritional intake but were also able to generate some cash flow. A model has been proposed which could have family farms meeting these two needs.</p> <p>There are also consumers who have a preference for free range poultry and eggs, which is claimed to have a better taste and to be healthier and therefore would provide a market for surpluses produced.</p> <p>One of the challenges for a viable poultry industry in Grenada is the cost of feed; this project could have an additional spinoff through the incorporation of local material in the manufacture of poultry feed. It has been suggested that some root crops as well as pods from cocoa can be used.</p>
Problem to be Addressed	Increasing the protein intake of families and providing additional cash flow.
Target Groups	<ul style="list-style-type: none"> a. Families with required yard space or access to required yard space b. Schools c. 4-H Clubs
Beneficiaries	<ul style="list-style-type: none"> a. Consumers: <ul style="list-style-type: none"> iii Supply of less expensive protein iv Supply of better quality protein b. Farmers: <ul style="list-style-type: none"> iii Increased income generation iv Supply of pen manure for use in other areas of farming as well as in the production of natural fertilizers c. National economy: <ul style="list-style-type: none"> iii Foreign exchange savings - Reduction in imports iv Better nourished citizens
Partners	<ul style="list-style-type: none"> a. Grenada Association of Poultry Producers b. Farmers who could rent space on their property for the production of poultry c. Ministry of Agriculture
Development Objective (Impact)	<ul style="list-style-type: none"> a. Better nutrition through access to cheaper and better quality protein. b. Improve health and food security c. Sustain livelihoods in poultry sector
Intermediate Objective (Intermediate Outcome)	Establishment of a viable poultry-rearing sector.
Immediate Objective (Immediate)	Establishment of at least fifty range-reared poultry farmers.

Outcome)	
Output and Main Activities	<ol style="list-style-type: none"> 1. Develop a model of production 2. Develop breeding stock 3. Production of feed from local materials 4. Creation of specialised market for range reared poultry 5. Arrangements for processing 6. Education and Training

3.5 STRENGTHENING THE AGRO-PROCESSING CLUSTER

3.5.1 BACKGROUND

Grenada has the capacity to be a location for the production of high quality agro-processed items and most crops produced in Grenada can easily be inputs into high quality food products. Agro-processing is especially important since Grenada cannot expect to compete with mass produced agricultural commodities.

There are a number of issues that will have to be addressed in agro-processing; these include product quality, product consistency and packaging (MOAFF 2011:64). However, there are opportunities to leverage technology in a number of areas to create competitiveness in this sector. Already, a number of companies, such as De La Grenade Industries and Noelville Limited have been able to establish reputations as the producers of high quality value added agriculture-based products. The internationally known companies and the numerous small cottage processors in the sector are an adequate base to build an internationally competitive sector turning out high quality products targeted at specific niches and using modern technology for sales and marketing.

3.5.2 PROJECT DESCRIPTION

This intervention will facilitate and support the development of a strong agro-processing cluster in Grenada capitalizing on the high quality agricultural products in the country. The project will focus on:

- a. Working with relevant agencies and stakeholders to identify the range of possibilities for agro-processing.
- b. Sensitizing potential agro-processors about these possibilities.
- c. Working with relevant agencies to develop and publicise formulations for agro-processed goods.
- d. Providing support to small scale entrepreneurs to realise their potential as agro-processors.
- e. Advocating for the development of national standards and certification for agro-processed goods.
- f. Working with relevant agencies and stakeholders to develop a Grenada brand and unique selling point for agro-processed goods.

- g. Encouraging non-state actors in the agriculture sector to work collaboratively to leverage tacit and community knowledge and other strengths.
- h. Advocating for the design of better interventions by the Ministry of Agriculture and other agencies to ensure more effective services to farmers and agro-processors in support of the cluster.
- i. Supporting agro-processors with branding, packaging and labeling.
- j. Assisting agro-processors in identification of appropriate machinery and equipment.

Table 3-16
Agro-Processing: Potential Poverty Reduction Impact

Growth and Poverty Reduction Impact	Enabling	Focused	Inclusive	Neutral
Nutrition		✓		
Shelter	✓			
Income generation		✓		
Employment		✓		
Personal development		✓		
Access to government and other services				✓
Empowerment	✓			
Gender equity impact	✓			
Environmental sensitivity			✓	

Table 3-17
Agro-Processing: Adherence to NSAP Principles

Principle	High	Medium	Low	Neutral
Equity	✓			
Gender equity	✓			
Increased self-reliance	✓			
Inclusiveness and participation	✓			
Good governance and accountability				✓
Sustainable development		✓		

Table 3-18
SPROUT: Agro-Processing Cluster

Strengthening Agro-Processing Cluster	
Geographical Coverage	All parishes
Project Date	TBD
Project Budget	TBD
Background and Justification	Grenada produces a wide variety of high quality agricultural products, most of these, however, are sold with very little value added to the raw product. Consequences of this pattern of production include:

	<ul style="list-style-type: none"> a. Limited return to the farmer b. Uncertainty of income c. Significant losses as a result of spoilage and gluts. <p>There is some agro-processing taking place in the country and there are some internationally recognised success stories such as De La Grenade Industries and Noelville Limited. There are many small agro-processors, however, these are faced with a range of systemic and other challenges including:</p> <ul style="list-style-type: none"> a. Access to capital b. Equipment and technology c. Standards and quality d. Labeling and packaging e. Marketing f. Steady supply of raw materials g. Innovation and new products h. Work processes. <p>The development of a strong cluster could assist in addressing many of these challenges through a variety of collaborative techniques. The Grenada Industrial Development Corporation has considerable experience in cluster development and has been doing pioneering work in this regard. The work of GIDC could be further enhanced and additional income earning potential realised especially for women in rural areas.</p>
Problem to be Addressed	<ul style="list-style-type: none"> a. Economies of scale b. Standards and quality c. Innovation d. Financing
Target Groups	<ul style="list-style-type: none"> a. Existing farmers b. Potential farmers
Beneficiaries	<ul style="list-style-type: none"> a. Farmers: <ul style="list-style-type: none"> i. More consistent markets ii. Opportunities for expanded production iii. Opportunities for value added b. Agro-producers: <ul style="list-style-type: none"> i. More consistent supplies of raw materials ii. Opportunities for increased productivity and competitiveness iii. Opportunities for market penetration – domestic and international c. Persons living in poverty: <ul style="list-style-type: none"> i. Opportunities for income generation d. Consumers
Partners	<ul style="list-style-type: none"> a. MAREP b. Grenada Industrial Development Cooperation c. Produce Chemist Lab d. Grenada Bureau of Standards e. Ministry of Agriculture f. Spice Associations g. Agriculture associations h. IICA i. FAO
Development	<ul style="list-style-type: none"> a. Sustainable livelihoods and poverty reduction;

Objectives (Impact)	b. Increased value added in internationally competitive agriculture products
Immediate Objectives (Outcome)	A viable and sustainable agro-processing cluster. Enhanced income and employment opportunities
Output and Main Activities	<ol style="list-style-type: none"> 1. Map work being done in developing agro-processing cluster 2. Assess the work being done 3. Improve cluster infrastructure 4. Work with relevant agencies, such as GIDC, Produce Chemist, Ministry of Agriculture to identify the most feasible products 5. Identify the challenges faced in developing clusters 6. Develop Standards and quality 7. Mobilisation and training 8. Financing

3.6 RETAINING AND ADDING VALUE TO ROOT CROPS

3.6.1. BACKGROUND

In the Caribbean, Grenada is one of the main producers of root crops – dasheen, yams, sweet potatoes, tannia and cassava, among others. For the most part, these crops are sold fresh in the local markets. Some of the produce is also exported fresh to other Caribbean countries, particularly Barbados and Trinidad and Tobago. Unfortunately, there is considerable spoilage and wastage if sale is not found for the fresh crops within a specified time.

Root crops play a very important role in food security in at least two ways. Root crops are a relatively inexpensive and plentiful source of complex carbohydrates and fibre and root crops are not susceptible to the effects of natural disasters such as hurricanes in comparison with tree crops. Moreover, root crops can be easily grown in limited spaces.

3.6.2 PROJECT DESCRIPTION

This project proposes developing ways to retaining and adding value to root crops by:

- a. Limiting spoilage through improved post harvest handling;
- b. Adding value through processing and
- c. Facilitating sales and marketing.

Table 3-19
Retaining and Adding Value to Root Crops: Potential Poverty Reduction Impact

Growth and Poverty Reduction Impact	Enabling	Focused	Inclusive	Neutral
Nutrition			✓	
Shelter	✓			
Income generation	✓			
Employment	✓			

Growth and Poverty Reduction Impact	Enabling	Focused	Inclusive	Neutral
Personal development	✓			
Access to government and other services				✓
Empowerment	✓			
Gender equity impact		✓		
Environmental sensitivity			✓	

Table 3-20
Retaining and Adding Value to Root Crops: Adherence to NSAP Principles

Principle	High	Medium	Low	Neutral
Equity		✓		
Gender equity		✓		
Increased self-reliance	✓			
Inclusiveness and participation	✓			
Good governance and accountability				✓
Sustainable development	✓			

Table 3-21
SPROUT: Retaining and Adding Value to Root Crops

Retaining and Adding Value to Root Crops	
Geographical Coverage	All parishes
Project Date	TBD
Project Budget	TBD
Background and Justification	<p>Root crops are a significant part of the Grenada staple diet. The varieties of root crops are able to withstand the ravages of tropical storms and so are a mainstay for food security in the country.</p> <p>Grenada's high quality root crops are sold without any value added processing. Crops are transported to market, normally in one of the main population centres and sold. Crops that are not sold spoil and are dumped for the most part.</p> <p>At the same time, good quality root crops are in demand in other countries in the Caribbean and by overseas nationals in major population centres. Moreover, Grenada and other countries in the Caribbean are importing snack products. A new range of snack products using tropical raw materials is being imported from countries in Latin America.</p> <p>There appear to be three options for retaining value and adding value with respect to root crops:</p> <ol style="list-style-type: none"> Retaining value by improving post-harvest handling to reduce spoilage, including freezing and other forms of preservation; Retaining value by facilitating opportunities for sale with minimized

	<p>hassle costs and reduced risk; and</p> <p>c. Adding value by developing processing options.</p>
Problem to be addressed	<p>a. Lack of value added to products</p> <p>b. Wastage and spoilage of agriculture products</p> <p>c. Employment and income generation</p> <p>d. The importation of unhealthy snack foods</p>
Target Groups	<p>a. Existing crop farmers</p> <p>b. Potential farmers</p> <p>c. Cottage agro-processors</p>
Beneficiaries	<p>a. Farmers:</p> <p>i. More consistent markets</p> <p>ii. Opportunities for expanded production</p> <p>iii. Opportunities for value added</p> <p>b. Agro-producers:</p> <p>i. More consistent supplies of raw materials</p> <p>ii. Opportunities for increased productivity and competitiveness</p> <p>iii. Opportunities for market penetration – domestic and international</p> <p>c. Persons living in poverty:</p> <p>i. Opportunities for income generation</p> <p>d. Consumers:</p> <p>i. School children</p>
Partners	<p>a. Grenada Industrial Development Cooperation</p> <p>b. Produce Chemist Lab</p> <p>c. Grenada Bureau of Standards</p> <p>d. Ministry of Agriculture</p> <p>e. Agriculture associations</p>
Development Objective (Impact)	<p>a. Sustainable livelihoods and poverty reduction;</p> <p>b. Increased value added in internationally competitive agriculture products</p>
Immediate Objectives (Outcome)	<p>a. Increased value retention in root crops</p> <p>b. Increased value-added to root crops in Grenada</p>
Output and Main Activities	<p>1. Compile or verify the existing production and production capacity for root crops in Grenada</p> <p>2. Develop methods to enhance the production and quality of root crops</p> <p>3. Propose arrangements to improve the marketing and sales of root crops, including but not limited to farmers markets</p> <p>4. Conduct research on potential uses of root crops, plantain, breadfruit and other appropriate crops</p> <p>5. Conduct a needs assessment for training and development</p> <p>6. Facilitate the establishment of at least five snack processors</p>

3.7 AQUAPONICS

3.7.1 BACKGROUND

Aquaponics is a sustainable food production system that combines traditional aquaculture (raising aquatic food such as fish or prawns in tanks) with hydroponics (cultivating plants in water) in a symbiotic environment. In the aquaculture system, effluents accumulate in the water, increasing toxicity for the fish. This water is led to a hydroponic system where the by-products from the aquaculture are filtered out by the plants as vital nutrients, after which the cleansed water is re-circulated back to the animals.

An aquaponics set up can be very small or very large. Space is not normally a challenge. In the photo below, this set up is multi-layered and has a fairly small footprint.

Additional attractions of aquaponics are its relatively low requirement for manual labour and its technical nature. These characteristics could serve to make the technique attractive to young people and could be used to encourage young people to get into or stay in agriculture. Accordingly, one of the targets of aquaponics might be its introduction to schools as a means of exciting children about agriculture.



Small Aquaponics Setup

The technique provides two sources of nutrition – plant and animal – in that the fish medium could serve as a source of protein.

3.7.2 PROJECT DESCRIPTION

The objective of this intervention is to introduce aquaponics to Grenada in a structured manner which could have the following impacts:

- a. Create an additional income stream for existing farmers.
- b. Exposure to new sustainable farming practices.
- c. Exposure of young people to innovations in agriculture.
- d. Provision of additional sources of nutrients for households.

The project will take the form of publicizing aquaponics and raising awareness of the technique and its potential for both domestic and commercial use. A pilot project might be

appropriate working with TAMCC and persons who are interested in the first stage.

Table 3-22
Aquaponics: Potential Poverty Reduction Impact

Growth and Poverty Reduction Impact	Enabling	Focused	Inclusive	Neutral
Nutrition	✓			
Shelter			✓	
Income generation			✓	
Employment			✓	
Personal development	✓			
Access to government and other services				✓
Empowerment	✓			
Gender equity impact			✓	
Environmental sensitivity			✓	

Table 3-23
Aquaponics: Adherence to NSAP Principles

Principle	High	Medium	Low	Neutral
Equity			✓	
Gender equity			✓	
Increased self-reliance		✓		
Inclusiveness and participation			✓	
Good governance and accountability				✓
Sustainable development		✓		

Table 3-24
SPROUT: Aquaponics Project

Popularizing Aquaponics	
Geographical Coverage	All parishes
Project Date	TBD
Project Budget	TBD
Background and Justification	<p>Aquaponics is the marriage of aquaculture and hydroponics. In aquaculture, fish such as tilapia or shrimp are grown in a tank and the effluent which rich in nutrients is used to grow vegetables using hydroponics.</p> <p>Aquaponics requires very little space or can be done on a large scale. An aquaponics operation has applications for single-family units, for commercial agriculture as well as for community and educational programmes. The use of</p>

	<p>scientific techniques has the potential to increase the attractiveness of agriculture to young people.</p> <p>The combination of the two processes with a benefit from either reduces the risk of the activity and increases its attractiveness. The aquaculture aspect of the operation can provide increased protein, carbohydrate and fibre intake.</p>
Problem	<p>The initiative would impact on:</p> <ul style="list-style-type: none"> a. Addressing the negative orientations to agriculture especially among young people b. Increasing nutrition
Target Groups	<ul style="list-style-type: none"> a. Existing farmers b. Persons with available land c. Youths and students d. Schools
Beneficiaries	<ul style="list-style-type: none"> a. Households b. Farmers associations c. 4-H Clubs d. Youth groups e. Community groups
Partners	<ul style="list-style-type: none"> a. Community agricultural associations b. Community based groups c. Ministry of Agriculture
Development Objective (Impact)	To increase the positive orientation toward agriculture by introducing inexpensive and interesting scientific methods
Intermediate Objectives	Commercially viable indigenous aquaponics modules
Immediate Objectives (Outcome)	At least twenty individual aquaponics projects providing for household production with some neighbourhood sales
Outputs and Main Activities	<ul style="list-style-type: none"> 1. Design an indigenous module including adaptation for landscaping conditions 2. Develop specifications for household, collaborative and educational applications 3. Identify best aqua-livestock options for Grenada 4. Identify food safety considerations 5. Train at least fifty households in the science and practical methods of operating aquaponics modules 6. Publicize the aquaponics method

3.8 ADDING VALUE TO NATURAL HERBS

3.8.1 BACKGROUND AND INTRODUCTION

Grenada has a strong tradition in the use of herbs, especially as natural remedies. This is a community asset. Increasingly, with the development the health and wellness sector and the new respect given to naturopathic medicine, there is an emerging market for the processing of herbs. Herbs can be processed for both internal and external use. For internal uses, herbs have potential for the manufacture of seasonings, teas and supplements in the form of capsules and tablets. For external usage, herbs can be used in the manufacture of health and beauty preparations such as creams, moisturizers, insect repellents, soaps etc.

At present, foreign exchange is expended to import health and wellness products into Grenada for both personal uses as well as for use in health and wellness businesses in the tourism sector. During a trade mission exchange to India it was observed that there is a similar climate in many areas to that of Grenada and many of the herbs that are present in India are also grown in Grenada. While in India and other countries, the potential of these herbs are recognised and exploited, in Grenada they are treated as weeds.

Basic open research and traditional knowledge suggest that Grenadian herbs can be applied to the treatment or relief of certain conditions listed in Table 3-22.

Table 3-25
Potential Applications of Local Herbs

Product	Potential Application
Lemon grass	<ul style="list-style-type: none"> • Cold/fever • Cancer
Soursop	<ul style="list-style-type: none"> • Cancer
Petit Baum	<ul style="list-style-type: none"> • Lowering cholesterol
Egg plant	<ul style="list-style-type: none"> • Lowering
Lignum Vitae	<ul style="list-style-type: none"> • Kidney stones/gall stones
Kojo Root (also called guinea hen weed and gully root)	<ul style="list-style-type: none"> • Cancer • Diabetes • Pain relief • Sinusitis
Noni	<ul style="list-style-type: none"> • Blood pressure • Blood sugar • Pain relief
Corn silk	<ul style="list-style-type: none"> • Pain relief • Kidney stones
Cinnamon	<ul style="list-style-type: none"> • Blood sugar
Bluggoe/Banana sap	
Turmeric	<ul style="list-style-type: none"> • Anti-inflammatory
Nutmeg	<ul style="list-style-type: none"> • Pain relief • Stroke prevention and rehabilitation
Stevia	<ul style="list-style-type: none"> • Glucose intolerance
Shadon beni (also called fit weed and bandania)	<ul style="list-style-type: none"> • Fevers • Hypertension • Epilepsy • Asthma • Burns

The commercial production and processing of herbs in Grenada starts from the advantage of the naturally occurring highly fertile soils. This makes the country ideal for the production of herbs without addition of synthetic fertilizers. The possibility to market organically grown herbs will increase the competitiveness of product from Grenada.

The final factor which could contribute to the development of the herbal sector in Grenada is the tacit and community knowledge about herbs and the folklore and cultural traditions which could enhance the artisanal characteristic of the product and could also link it back to the tourism sector, in particular agro-tourism and cultural tourism.

At present there are a number of small producers manufacturing teas from herbs. Producers and other stakeholders point out a number of challenges:

- a. Scientific analysis;
- b. Reliability of supply of raw materials;
- c. Consistency of quality of raw material;
- d. Availability of formulations;
- e. Packaging and labeling.

3.8.2 DESCRIPTION OF THE PROJECT

The objective of this project is to facilitate the development of value-added to herbs produced in Grenada. This project will have a number of different phases, as there is some important preparatory work to be done. The main phases are:

- a. Preparing an updated inventory of herbs in Grenada which have commercial potential;
- b. Assessing the production capacity for raw materials;
- c. Mapping the producers of value added herb products;
- d. Assessing government policy in the herbal sector;
- e. Research⁹ of and/or advocating for the chemical and nutritional analysis of various herbs produced in Grenada;
- f. Raising awareness of the potential of the herbal sector in Grenada; and
- g. Supporting herb cultivators, potential herb cultivators, herb processors and potential herb processors in becoming commercially viable.

Table 3-26
Herb Processing: Potential Poverty Reduction Impact

Growth and Poverty Reduction Impact	Enabling	Focused	Inclusive	Neutral
Nutrition			✓	
Shelter	✓			

⁹ Research here does not refer primary research as part of the project, but rather researching work already done in Grenada and other countries.

Growth and Poverty Reduction Impact	Enabling	Focused	Inclusive	Neutral
Income generation			✓	
Employment			✓	
Personal development	✓			
Access to government and other services				✓
Empowerment	✓			
Gender equity impact	✓			
Environmental sensitivity			✓	

Table 3-27
Herb Processing: Adherence to NSAP Principles

Principle	High	Medium	Low	Neutral
Equity	✓			
Gender equity	✓			
Increased self-reliance	✓			
Inclusiveness and participation			✓	
Good governance and accountability				✓
Sustainable development	✓			

Table 3-28
SPROUT: Herbs Processing

Adding Value to Natural Herbs	
Geographical Coverage	All parishes
Project Date	TBD
Project Budget	TBD
Background and Justification	<p>Grenada produces a wide variety of herbs; many of them grow without much care and cultivation. In the growing health and wellness movement, the use of herbs as teas, as nutraceutical products and in beauty preparations is expanding.</p> <p>At present, there is only minimal and rudimentary processing and packaging of herbs in Grenada, with the exception of one or two processors manufacturing a limited range of herbal tea bags.</p> <p>The development of the herbal sector will have a natural linkage with both the tourism and health and wellness sectors and will have possibilities in the local market, the market among tourist visiting Grenada and overseas Grenadians.</p>
Problem	<ul style="list-style-type: none"> a. To maximise the value of herbs produced in Grenada b. To harvest the community assets inherent in the herbal sector
Target Groups	<ul style="list-style-type: none"> a. Cultivators of herbs b. Processors of herbs
Beneficiaries	<ul style="list-style-type: none"> a. Cultivators of herbs b. Processors of herbs
Partners	<ul style="list-style-type: none"> a. Cultivators of herbs b. Processors of herbs c. Ministry of Agriculture d. Government Produce Chemist e. Grenada Bureau of Standards
Development Objective (Impact)	A thriving herbal sector with maximum value added to herbs cultivated in Grenada
Intermediate Objectives	Increased incomes for persons cultivating herbs
Immediate Objective (Outcome)	At least ten agro-processors adding value locally cultivated herbs
Outputs and Main	<ul style="list-style-type: none"> 1. Compile an inventory of herbs cultivated in Grenada

Activities	<ol style="list-style-type: none"> 2. Identify any other herbs that can be commercially produced in Grenada 3. Conduct research and analysis of herbs to identify special properties 4. Public education on the value of Grenadian herbs 5. Addressing the legal and policy framework for herbs
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3.9 BEE KEEPING

3.9.1 BACKGROUND

Bee keeping and honey production have a long history in Grenada. From 1993 there has been renewed interest in bee keeping with young beekeepers entering the industry. Organisations such as the Agency for Rural Transformation (ART), National Development Foundation (NDF) and the Inter-American Institute for Co-operation on Agriculture (IICA) have been instrumental in this revival

Beekeepers are organised in the Grenada Association of Bee-keepers (GAB), which started in October of 1998 and has a membership of some fifty persons, including 9 women. Beekeepers have been steadily importing queens mainly from the U.S.A. The hybridisation of imported bees with local ones has resulted in highly productive colonies through out the island. The very process of hybridization is an indication of the capacity of local beekeepers to address issues to improve their product.

The main sources of nectar and pollen are:

- Mango
- Coconut
- Citrus
- Gliricidia
- French Cashew
- Golden apple
- Hog plum
- Chenet/(Genip)
- Pigeon peas
- Corn
- Avocado
- Guava
- Log wood
- Mexican creeper

Grenada is considered relatively free from all the major pest and disease. While the presence of the *Varroa* mite was confirmed in early 1992, over the last several years bee-keepers have not reported any significant losses as a result of the mite infestation.

3.9.2 THE MARKET FOR GRENADIAN HONEY

Honey sells for an average of 25-30XCD for 750 ml. in Grenada. In Trinidad and Tobago the same size bottle of honey sells for 150-175TTD or approximately 62-73XCD. The problem with exporting honey to

Trinidad and Tobago is a protectionist trade regime that started in the 1930s¹⁰ as (and continues to be justified) as a disease and pest control mechanism. The importation of honey is banned from Grenada (and from all other countries) in what is essentially a technical barrier to trade and probably in violation of Trinidad and Tobago's CARICOM undertakings. Therefore, if Grenada were to seek part of this potentially lucrative market, one of the necessary actions would be to ensure that Trinidad and Tobago complies with its CARICOM undertakings.

The case for the exportation of Grenadian honey to Trinidad and Tobago is supported by the fact that Grenadian honey is allowed into the United States and the United Kingdom. Moreover, Grenadian honey has repeatedly won awards for quality and taste in international honey shows. In one such show, Grenadian honey topped the first six prizes.

Another potential market for Grenadian honey is Barbados. Importation of honey into Barbados in 2011 was just about 457,000XCD or 169,000USD. In 1992, according to a country paper prepared for an IICA conference on beekeeping (IICA 1992:32), the total value of honey imported into Barbados was 132,481BDS or 66,295 USD. In other words, there has been almost a three hundred percent increase in the value of honey imports to Barbados. It is significant that one of the points made in the paper was the Barbadian Government, through the Ministry of Agriculture, was targeting an increase in the production of honey as a means of creating employment and reducing foreign exchange expenditure. The failure of Barbados' programme to meet the demand for honey is an opportunity for Grenada. Up to date details are not available on which countries supplied the product. However, in the IICA paper it was shown that some 28,286 kilogrammes of honey were imported into Barbados; of the total 25,100 came from the USA, 1,922 came from Canada and 784 came from the UK. There is no evidence from the Grenada side that there are significant exports of honey from Grenada to Barbados.

Table 3-29
Bee Keeping: Potential Poverty Reduction Impact

Growth and Poverty Reduction Impact	Enabling	Focused	Inclusive	Neutral
Nutrition	✓			
Shelter	✓			
Income generation		✓		
Employment		✓		
Personal development	✓			
Access to government and other services				✓
Empowerment	✓			
Gender equity impact	✓			
Environmental sensitivity			✓	

¹⁰ Beekeeping and Bee Products Act, Act 28 of 1935, Amended by 7 of 1949

Table 3-30
Bee Keeping: Adherence to NSAP Principles

Principle	High	Medium	Low	Neutral
Equity	✓			
Gender equity	✓			
Increased self-reliance	✓			
Inclusiveness and participation	✓			
Good governance and accountability				✓
Sustainable development	✓			

Table 3-31
SPROUT: Bee Keeping

Expanding the Production of Honey and Related Products	
Geographical Coverage	All parishes
Project Date	TBD
Project Budget	TBD
Background and Justification	Grenada's flora is conducive to the production of honey. Grenada honey has won international awards of taste and quality. There is large untapped honey market in the Caribbean, particularly Trinidad and Tobago and Barbados.
Problem to be Addressed	a. The low export of honey
Target Groups	Manufacturers of honey Potential exporters of honey
Beneficiaries	Bee Keepers
Partners	Bee Keepers Ministry of Trade Ministry of Agriculture
Development Objective (Impact)	a. A vibrant, internationally competitive beekeeping industry with Grenada as the leading exporter in the Caribbean
Intermediate Objectives	a. Exports of at least 100,000XCD to Caribbean countries within three years
Immediate Objectives (Outcome)	a. An increase of 50% in the number of active commercial beekeepers in Grenada b. An increase of 100% in the number of hives in Grenada
Output and	1. Training and Development
Main Activities	2. Business Development 3. Addressing the barriers to trade in honey

4.0 INFORMATION AND COMMUNICATION TECHNOLOGIES

4.1 TECHNOLOGY IN DEVELOPMENT AND POVERTY REDUCTION

4.1.1 THE ROLE OF TECHNOLOGY

It is important to clarify the potential role of information and communication technologies in development strategy, especially with an emphasis on poverty reduction to ensure that expectations and proposed interventions make sense.

According to the former Secretary General of the United Nations, Kofi Anan, *“The new information and communications technologies are among the driving forces of globalisation. They are bringing people together, and bringing decision makers unprecedented new tools for development. At the same time, however, the gap between information ‘haves’ and ‘have-nots’ is widening, and there is a real danger that the world’s poor will be excluded from the emerging knowledge-based global economy”*. (Anan, 2002)

Discussions on the role of ICT normally focus on computers and the Internet. However, according to some experts, to do so limits the role of ICT as a tool in poverty reduction and ignores more traditional and more common technologies such as radio, television, telephones and even public address systems, which could also have a significant impact on poverty reduction.

It is also important to appreciate the two main roles that ICT can play in pro-poor growth and poverty reduction - horizontal and vertical impacts. In a study prepared by the OTF Group for InfoDev of the World Bank Group, a distinction was made “between ICT vertical sectors that focus on the development of direct ICT products and services (Business Processes Outsourcing services, Call Centers, software development, etc.) and ICT as a platform and enabler (horizontal) for the larger economy (through infrastructure development, reduced telecom costs, e-commerce, etc.) that leads to firm-level improvements in productivity”. (OTF 2006:20). Most modern processes, both in industry and in governance, can benefit from incorporating ICT.

For the purposes of growth and poverty reduction therefore, horizontal impacts are when ICT is used as an enabler for the delivery of services to persons living in poverty (such as education, health, social services) or used to empower persons living in poverty (such as advocacy, access to information, access to power). Vertical impacts of ICT on poverty, on the other hand, refer to the creation of economic opportunities in the ICT field, which can create employment opportunities or otherwise generate income and wealth for persons living in poverty.

4.1.2 ICT AND POVERTY REDUCTION IN GRENADA

Experts agree that for ICT to impact optimally on poverty it is important that pro-poor

considerations are deliberately and explicitly mainstreamed in the country's ICT development strategy. This raises two questions with regard to ICT and poverty reduction in Grenada:

- Is there a comprehensive ICT strategy in the country?
- Have pro-poor considerations been mainstreamed in that strategy?

The indications are that there is a national strategy for ICT in the country. It is outside of the remit of the preparation of this action plan to assess the overall coherence of that strategy. On the question of whether pro-poor considerations have been mainstreamed, however, the answer appears to be no. The requirements to mainstream ICT are at a minimum:

- a. **Enabling environment I:** How to mainstream ICTs (regulatory and policy environment, sector, facilitator) in national poverty reduction strategies?
- b. **Enabling environment II:** What pro-poor ICT regulations and policies are required for up-scaling ICT for poverty reduction?
- c. **Empowerment:** How to give poor people a stronger voice at all levels of decision making by using ICTs?
- d. **Opportunity:** How to enhance income generation by the poor through ICT?
- e. **Security:** How to up-scale formal and informal education of the poor by the use of ICT?

Information and knowledge are critical components of poverty reduction strategies, and ICT can facilitate the delivery of large amounts of information quickly and economically, however, "ICT will not transform a bad development programme into a good development, but they can make good development better"¹¹.

Table 4-1
ICT Sector: Pro-Poor PEST Analysis

Political <ul style="list-style-type: none"> • Presence of an national ICT strategy • Insufficient consideration of pro-poor issues in the strategy • Deficits in the legal and regulatory framework 	Economic <ul style="list-style-type: none"> • Relatively high cost of connectivity • Absence of a sufficiently enabling environment for incubating business ideas
Social <ul style="list-style-type: none"> • A digital divide between poor and rich 	Technological <ul style="list-style-type: none"> • Reasonably good connectivity

¹¹ Information and Communication Technologies for Poverty Alleviation/The Lessons of Experience,
http://en.wikibooks.org/wiki/Information_and_Communication_Technologies_for_Poverty_Alleviation/The_Lessons_of_Experience

in terms of ready access especially to computer technology	<ul style="list-style-type: none"> • High level of computer literacy • Widespread penetration of information and communication technology • A good familiarity with the technology, especially among younger persons • Challenges with speed and reliability
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Table 4-2
ICT Sector: Pro-Poor SWOT Analysis

Strengths <ul style="list-style-type: none"> • Trainable workforce • Government commitment to developing the sector 	Weakness <ul style="list-style-type: none"> • High connectivity costs • Challenges in delivering customer service • Size of the domestic market
Opportunities <ul style="list-style-type: none"> • Growing market • Education and training in IT • New connection to Grenada • Increasing liberalization of the telecoms industry 	Threats <ul style="list-style-type: none"> • Competition from other locations in the region • Cost of equipment • Cost of connection • Limited connectivity

4.2 COMMUNITY INFOMOBILIZATION

4.2.1 BACKGROUND

The objective of infomobilization is the strategic use of technology to meet the information requirements of communities. Essential aspects of the process is the design, delivery and utilization of community information systems by:

- Defining community information requirements based on needs and priorities that have been expressed by the communities themselves;
- Igniting community aspirations and empowering communities with appropriate skills for fostering local development that is information-based;
- Expanding a community's social capital through enhanced access to communication facilities and information resources;
- Embedding community-based ICT services within existing economic, governance and social structures;
- Infusing enhanced capability for information access within communities;
- Achieving sustainability of financing, service delivery and operating functionality;
- Ensuring that benefits arising are not usurped by existing elites, and are equitably disseminated among the socially and economically disadvantaged groups; and
- Extending and intensifying existing development programmes that carry a significant potential for additional community benefit from enhanced information management capabilities that are based on ICT.¹²

4.2.2 DESCRIPTION OF THE INTERVENTION

The objective of this intervention will be to develop a community learning system, whereby the community starts by learning about its information needs, and then begins to satisfy those needs and, as a result of the experience, becomes increasingly capable of understanding and satisfying information needs of an increasingly higher order. It will seek to ensure that information and communication technologies have optimal impacts on the reduction of poverty in the targeted communities through:

- a. Assessing the existing use and sources of information as well as the gaps that exist between existing and desired information resources;
- b. Familiarizing communities with their existing use and sources of information;
- c. Alerting communities to the potential application of information to their problem-solving efforts and to their development aspirations;
- d. Sensitizing communities to the existence and accessibility of abundant information resources and to the capabilities of ICTs for accessing and manipulating information;
- e. Propelling communities towards the acquisition of the new knowledge they will require in order to exploit the power of ICTs;
- f. Empowering communities with information literacy, the skills necessary for the mastery of new media, the Internet and multimedia;
- g. Motivating communities to apply ICTs to the new opportunities that become possible from their relationship with ICTs;
- h. Encouraging the collection, classification, preservation and dissemination of indigenous knowledge and cultural information artifacts; and
- i. Fostering appropriate local mechanisms for sustaining the equipment, services and operations of community-based ICTs.

Table 4-3
Infomobilisation: Potential Poverty Reduction Impact

Growth and Poverty Reduction Impact	Enabling	Focused	Inclusive	Neutral
Nutrition	✓			
Shelter	✓			
Income generation	✓			
Employment	✓			
Personal development	✓			
Access to government and other services	✓			
Empowerment	✓			

¹² Roger Harris, Rural Development with ICTs in Nepal: Integrating National Policy with Grassroots Resourcefulness, EJISDC (2003) 12, 4, 1-12, <http://www.ejisdc.org/ojs2/index.php/ejisdc/article/viewFile/73/73>

Growth and Poverty Reduction Impact	Enabling	Focused	Inclusive	Neutral
Gender equity impact	✓			
Environmental sensitivity			✓	

Table 4-4
Infomobilisation: Adherence to NSAP Principles

Principle	High	Medium	Low	Neutral
Equity	✓			
Gender equity	✓			
Increased self-reliance	✓			
Inclusiveness and participation	✓			
Good governance and accountability	✓			
Sustainable development	✓			

Table 4-5
SPROUT: Infomobilization Project

Project Title	
Geographical Coverage	All parishes
Project Date	TBD
Project Budget	TBD
Background and Justification	<p>Information and knowledge are critical components of poverty reduction strategies, and ICT can facilitate the delivery of large amounts of information quickly and economically. There is a national strategy for ICT in Grenada. It appears however that pro-poor considerations are not mainstreamed in the strategy.</p> <p>The objective of this intervention will be to develop a community learning system, whereby the community starts by learning about its information needs, and then begins to satisfy those needs and, as a result of the experience, becomes increasingly capable of understanding and satisfying information needs of an increasingly higher order. It will seek to ensure that information and communication technologies have optimal impacts on the reduction of poverty in the targeted communities</p>
Problem	<ul style="list-style-type: none"> a. Inequitable access to ICT b. Reduced access to government and other social services c. Reduced access to educational opportunities
Target Groups	Community based groups
Beneficiaries	<ul style="list-style-type: none"> a. Persons in poverty b. Students c. Farmers

	<ul style="list-style-type: none"> d. Small and micro entrepreneurs e. Elderly f. Sick
Partners	<ul style="list-style-type: none"> a. Prime Minister's Office (ICT) b. Cable and Wireless c. Digicel d. Columbus Communications Ltd.
Development Objective (Impact)	To close the digital divide between persons living in poverty and the rest of the society
Immediate Objective (Outcome)	<ul style="list-style-type: none"> a. Explicit mainstreaming of pro-poor considerations in the national ICT strategy b. Increased access to the benefits of information and telecommunication technologies
Output and Main Activities	<ul style="list-style-type: none"> 1. Assessment of the existing use and sources of information technology <ul style="list-style-type: none"> 1.1. Mapping community information resources 1.2. Identifying community information needs 1.3. Analysing community information gaps between existing and desired information resources 2. Sensitizing communities about the potential of information and information technologies as a tool for empowerment <ul style="list-style-type: none"> 2.1. Familiarize communities with their existing use and sources of information 2.2. Alerting communities to the potential application of information to their problem-solving efforts and to their development aspirations 2.3. Sensitizing communities to the existence and accessibility of abundant information resources and to the capabilities of ICTs for accessing and manipulating information 3. Support communities, community-based groups and other non-state actors <ul style="list-style-type: none"> 3.1. Empowering communities with information literacy, the skills necessary for the mastery of new media, the Internet and multimedia 3.2. Motivating communities to apply ICTs to the new opportunities that become possible from their relationship with ICTs 3.3. Propelling communities towards the acquisition of the new knowledge they will require in order to exploit the power of ICTs 3.4 Encouraging the collection, classification, preservation and dissemination of indigenous knowledge and cultural information artifacts 3.5 Fostering appropriate local mechanisms for sustaining the equipment, services and operations of community-based ICTs

4.3 GRENADA ICT INCUBATION CENTRE

4.3.1 BACKGROUND

Some countries' approach to the development of the ICT sector has taken the form of the creation of integrated **Cyber Parks**. These are sophisticated industrial estates which seek to replicate the conditions for naturally occurring location specific ITC clusters as exist in Silicon Valley, Route 128 in the Boston/Cambridge area, etc. In cyber or technology parks the entire necessary infrastructure, including building design and ambient inducements are provided. The cost of creating these parks can be prohibitive. For Grenada this is not a viable option. The level of investment is prohibitive. Moreover, the volumes and occupancy that are necessary to be viable are unlikely to be achieved in a location such as Grenada.

An option for Grenada would be a purpose-built scalable incubation centre. There is an opportunity to construct a "for-purpose" facility to incubate start-ups. Consultations show that there are ideas for business opportunities among Grenadians in the ICT sector. Such a facility will not only be an attraction for investment by foreigners, but would also serve to encourage local entrepreneurship and build local capacity.

4.3.2 DESCRIPTION OF THE INTERVENTION

The objective of the intervention is to create a facility, which could incubate innovation of Grenadians, especially young Grenadians, and assist them in converting their ideas to commercial reality. Such a facility could serve to develop an ICT cluster which could be the basis for well paying jobs catering for both the domestic and international market.

The development of a commercial ICT business sector will make a number of contributions to the development of the country:

- a. Facilitate the opportunity for high income generation employment and wealth creation;
- b. Stimulate the penetration of ICT throughout the country;
- c. Assist in keeping the best technologically adept minds in the country and combatting brain drain;
- d. Stimulate the development of local ICT capacity, which would have positive implications for the horizontal impact of ICT on the rest of the economy.

Table 4-6
Grenada ICT Incubator Facility: Potential Poverty Reduction Impact

Growth and Poverty Reduction Impact	Enabling	Focused	Inclusive	Neutral
Nutrition			✓	
Shelter			✓	
Income generation			✓	
Employment			✓	
Personal development			✓	
Access to government and other services			✓	
Empowerment			✓	
Gender equity impact			✓	
Environmental sensitivity			✓	

Table 4-7
Grenada ICT Incubator Facility: Adherence to NSAP Principles

Principle	High	Medium	Low	Neutral
Equity		✓		
Gender equity		✓		
Increased self-reliance		✓		
Inclusiveness and participation			✓	
Good governance and accountability				✓
Sustainable development	✓			

Table 4-8
SPROUT: Grenada ICT Incubation Facility

Incubating ICT Businesses in Grenada	
Geographical Coverage	All parishes
Project Date	TBD
Project Budget	TBD
Background and Justification	<p>The knowledge-driven economy is one of the main platforms of growth and the source of a range of jobs that will be in demand into the future. Information and Communication Technology services are key sector in this regard.</p> <p>Given Grenada's size, ICT practitioners face additional challenges in creating opportunities in this sector. In this regard, the concept of a cluster is one response. The objective of this project is to nurture an ICT cluster that is appropriate to the needs of Grenada.</p>

	The creation of an indigenous ICT industry will serve the objective of helping to stem the brain drain of this valuable resource. Beside opportunities for entrepreneurs there will also be opportunities for creating employment.
Problems to be Addressed	a. Opportunities for collaboration b. Problems of scale
Target Groups	a. IT practitioners b. Grenadians with ICT skills
Beneficiaries	a. IT practitioners b. Grenadians with ICT skills
Partners	Columbus Communications Cable & Wireless Digicel IT Associations
Development Objective (Impact)	A viable ICT sector
Intermediate Objective	Increased employment opportunities for Grenadians in ICT sector
Immediate Objective (Outcome)	A mechanism for collaboration among talented ICT practitioners in Grenada
Output and Main Activities	1. Conduct internal consultations to develop the concept of the centre, taking into consideration the primary market 2. Consult with external experts (e.g. InfoDev of the World Bank Group) 3. Identify potential locations for centre 4. Determine most desirable partnership arrangement (public sector, primarily public sector, public-private partnership, franchise etc.)

5.0 ENERGY

5.1 DEVELOPMENT OF INDEPENDENT SOLAR GENERATION

5.1.1 BACKGROUND

It is estimated that energy (transportation and electricity) can account for as much as one-third of household incomes of persons in poverty. Data are not available on how the cost of energy is distributed between transportation and electricity. At present, virtually all of Grenada's electricity is generated using fossil fuels. Moreover, the Grenada Electricity Services Company (GRENLEC) has a monopoly on the generation and distribution of power till 2073.

Efforts are afoot to generate electricity from other sources such of geothermal and wind. However, even in these instances it appears that there is a lead role for GRENLEC with the clear implication that significant decreases in the cost of electricity will hardly occur in the near term. The Alternative Strategy recommends the development of solar power for electricity generation.

Table 5-1
Pro-Poor PEST Analysis of the Energy Sector

Political <ul style="list-style-type: none"> • An emerging national energy policy • An emphasis on renewable and clean energy • An energy regime that gives monopoly in generation and distribution of energy for generations to come 	Economic <ul style="list-style-type: none"> • Extremely high cost of energy for domestic use • High energy contribution to operating cost in industry and agriculture • Disincentives to renewable energy installations
Social <ul style="list-style-type: none"> • High impact on poverty of energy for both shelter and transportation 	Technological <ul style="list-style-type: none"> • Increasing access to technologies for renewable energy • Indigenous • Availability of sunshine and wind

Table 5-2
Pro-Poor SWOT Analysis of the Energy Sector

Strengths <ul style="list-style-type: none"> • Abundance of sunlight • Commitment by Government to develop 	Opportunities <ul style="list-style-type: none"> • Innovation by Grenadians • International marketplace sensitive to
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the sector	goods and services produced using renewable energy sources and other aspects of green production <ul style="list-style-type: none"> • Available of ODA funds low carbon investments •
Weaknesses <ul style="list-style-type: none"> • Nature of the power generation and distribution agreement with the local power company 	Threats <ul style="list-style-type: none"> • Cost of technology

The use of solar generation devices is also hindered by GRENLEC's distribution rights. At present, GRENLEC limits repurchase of power generated by private solar devices to its grid in a number of ways. First, an absolute limit is set on how much electricity GRENLEC is prepared to compensate independent generators for. Second, GRENLEC's repurchase of electricity is limited to a credit against the purchase of electricity from the grid. Third, the credit cannot exceed the amount of electricity purchased by the consumer.

The net result of the GRENLEC policy is that there is limited financial incentive for small households, especially persons living in poverty, to move to solar generation. Additionally, the most widely available solar power generation device in Grenada is quite expensive. GRENLEC itself has indicated that given the cost of these devices and the existing monopoly the return on investment on the installation of one of these devices is just 1.0% per annum.

A viable alternative energy strategy should therefore have three aspects to it:

- a. The cost of the devices should be within reach of poor households.
- b. Be applicable to small and micro enterprises
- c. The feasibility of the investment in the device should not be dependent on a repurchase of electricity by GRENLEC.

Innovators in Grenada have been able to develop a photovoltaic solar device that can power up to a three-bedroom house for less than XCD15,000.00 installed. This model has potential for reducing the cost of electricity as well as creating employment for installation and maintenance.

5.1.2 DESCRIPTION OF THE INTERVENTION

The objective of this project is to support the installation and maintenance of solar powered devices, which are not connected to the GRENLEC grid. The project will do this by encouraging and supporting the work of innovators developing appropriately designed devices that will exist independent of the GRENLEC grid, if preferred by the householder. These devices, because of their cost, will not need a repurchase agreement with GRENLEC in order to be feasible to the average household living in poverty or vulnerable to poverty.

Table 5-3
Independent Solar Generation: Potential Poverty Reduction Impact

Growth and Poverty Reduction Impact	Enabling	Focused	Inclusive	Neutral
Nutrition	✓			
Shelter		✓		
Income generation	✓			
Employment			✓	
Personal development			✓	
Access to government and other services			✓	
Empowerment			✓	
Gender equity impact			✓	
Environmental sensitivity			✓	

Table 5-4
Independent Solar Generation: Adherence to NSAP Principles

Principle	High	Medium	Low	Neutral
Equity	✓			
Gender equity				✓
Increased self-reliance	✓			
Inclusiveness and participation	✓			
Good governance and accountability				✓
Sustainable development	✓			

Table 5-5
SPROUT: Independent Solar Generation

Increasing Independent Solar Generation for Domestic and SME Use	
Geographical Coverage	All parishes
Project Date	TBD
Project Budget	TBD
Background and Justification	<p>It is estimated that energy (transportation and electricity) can account for as much as one-third of household incomes of persons in poverty. Data are not available on how the cost of energy is distributed between transportation and electricity. At present, virtually all of Grenada's electricity is generated using fossil fuels. Moreover, the Grenada Electricity Services Company (GRENLEC) has a monopoly on the generation and distribution of power till 2073.</p> <p>The objective of this project is to support the installation and maintenance of solar powered devices, which do not need to be connected to the GRENLEC grid. The project will do this by encouraging and supporting the work of innovators developing appropriately designed devices that will exist independent</p>

	of the GRENLEC grid, if preferred by the householder. These devices, because of their cost, will not need a repurchase agreement with GRENLEC in order to be feasible to the average household living in poverty or vulnerable to poverty.
Problems to be Addressed	a. The high cost of energy in shelter for people living in poverty and vulnerable to poverty b. The high cost of energy in small and micro business
Target Groups	a. Poor and vulnerable households b. Small and micro enterprises
Beneficiaries	a. Poor and vulnerable households b. Small and micro enterprises c. Consumers of products of small and micro enterprises
Partners	a. Ministry of Energy b. Credit Unions and other Financial Institutions c. TAMCC d. SGU
Development Objective (Impact)	A viable independent solar energy domestic sector
Immediate Objective (Outcome)	Off-grid setup to at least 3 communities 2014
Output and Main Activities	1. Negotiate loan facilities with Credit Unions for households and small and micro enterprises 2. Prepare applications for GEF small grants for SMEs to provide solar generation for their operations 3. Generate public awareness of the solar options, cost of financing opportunities 4. Develop policy and regulations to incentivize and support solar power generation 5. Implement/display applications of renewable energy applications to domestic/micro industrial process

5.2 GREEN HOTELS

The exorbitant cost of electricity in Grenada affects businesses as well households. The impact on high energy costs affects the profitability and competitiveness of businesses and in turn negatively impacts on business' ability to contribute to growth and poverty reduction. The tourism industry is significant contributor to the economy in Grenada. Energy is one of the largest cost items in the tourism sector.

The Grenada Hotel and Tourism Association, a member of the NSAP, is developing programme for the conversion of properties to stand alone solar power. This initiative will reduce the carbon footprint of the Grenada hotel sector and has the potential to give Grenada properties an additional marketing edge in an increasing environmentally conscious world.

Table 5-6
Green Hotels: Potential Poverty Reduction Impact

Growth and Poverty Reduction Impact	Enabling	Focused	Inclusive	Neutral
Nutrition			✓	
Shelter			✓	
Income generation			✓	
Employment			✓	
Personal development			✓	
Access to government and other services			✓	
Empowerment			✓	
Gender equity impact			✓	
Environmental sensitivity			✓	

Table 5-7
Green Hotels: Adherence to NSAP Principles

Principle	High	Medium	Low	Neutral
Equity				✓
Gender equity				✓
Increased self-reliance				✓
Inclusiveness and participation			✓	
Good governance and accountability				✓
Sustainable development	✓			

Table 5-8
SPROUT: Green Hotels

Green Hotels	
Geographical Coverage	All parishes
Project Date	TBD
Project Budget	TBD
Background and Justification	<p>The tourism sector is a significant contributor to the economy of Grenada. The hotel sector in Grenada is collapsing with ten years of negative growth. Businesses in the sector are operating under the burden of high debt servicing. The destination also suffers from low level of airlift. At the policy level, the Grenada suffers from a lack of destination marketing.</p> <p>The largest single operating cost in the industry is energy with air conditioning accounting for some 60% of the electricity. Investment in energy efficiency and</p>

	<p>energy conservation would significantly reduce the operating cost and the carbon footprint of the industry. This will increase the competitiveness of the tourism product by offering better prices and creating a competitive edge through eco-advertising.</p> <p>In an effort to address these challenges Grenada can embrace eco-development and reap significant benefits (overhead) and marketing potential (eco-chic marketing).</p>
Problem to be addressed	High cost of energy in the hotel and tourism industry
Target Groups	GHTA Hotel Cluster
Beneficiaries	<ul style="list-style-type: none"> a. Hotel operators – through increased demand as more competitive product is offered b. Employees in the tourism sector – through an expanded tourism sector with more and better opportunities for employment c. Local farmers d. The national economy – through increases in national revenue
Partners	<ul style="list-style-type: none"> a. SIDS Dock b. Ministry of Finance c. Ministry of Tourism d. Ministry of Energy e. Grenada Board of Tourism f. Clinton Foundation
Development Objectives (Impact)	<ul style="list-style-type: none"> a. A more competitive and sustainable tourism sector
Immediate Objectives (Outcome)	<ul style="list-style-type: none"> a. Reduced operating costs in hotel and tourism properties b. Reduced carbon footprint
Output and Main Activities	<ul style="list-style-type: none"> 1. Conduct energy audits 2. Implement retrofits 3. Develop a solar farm

6.0 MANAGING THE ACTION PLAN

6.1 ORGANIZING FOR ACTION

6.1.1 REALITY CHECK

The Non State Actors Panel was created in 2011. The driving force behind the NSAP is the undertakings made under the Cotonou Agreement. The Government of Grenada has recognised the NSAP largely out of the necessity of meeting conditions for Economic Partnership Agreement and validating the model of collaboration preferred by the European Union.

The NSAP is a loose grouping of organisations that have one thing in common, a desire for Grenada to develop. The detailed reasons for this objective may vary significantly or vary in degrees across the various organisations in NSAP; indeed, sometimes the short-term immediate objectives of the members of the NSAP may differ greatly and may even be diametrically opposed.

In seeking to implement this management action plan it is crucially important to have clarity about the capabilities and the capacities of the NSAP. In developing the MAP, the focus is on actions that can be taken by non-state actors; accordingly, every intervention proposed is one in which significant action on the part of NSAs is important. Even in the case of interventions that would be brought to conclusion by Government or another type of actions, there is an important role for NSAs as a catalyst in either framing the intervention in a way that ensures a poverty reduction result or ensures a pro-poor growth result.

The challenge for NSAP therefore, is how to organise itself so that the intended results may be achieved. The NSAP is of the view that, at this stage of the process, a formal mechanism is not the most appropriate way forward. The more useful approach is to find a mechanism to leverage the strengths of the non-state actors in a manner which allows them maximum flexibility to continue their own core work and at the same time draw on their strengths to support the Alternative Strategy Action Plan.

6.1.2 PRIORITISING

The first step in the implementation process is to prioritise the interventions in the MAP. There are a number of considerations in this regard:

- a. **Overall Poverty Reduction Impact** – What will the impact of the intervention, if successful?
- b. **Feasibility** – What is the likelihood of success of the intervention?
- c. **Financial Resources** – What are the financial resources needed and are the available or readily available (the more readily available the resources are the higher the rating)
- d. **Human Resources** - What are the human resources needed and are the available or readily available (the more readily available the resources are the higher the rating)
- e. **Conditions precedent** – Are the necessary conditions in place for undertaking the intervention?

The process of prioritising was also a collaborative one consistent with the development of the MAP. Given the structure of the NSAP as noted above, it is neither practical nor desirable for the NSAP to attempt to prioritise the interventions without the meaningful collaboration of partners and potential partners.

The NSAP convened a stakeholders meeting for the purpose of prioritising the interventions in the action plan. The meeting was broken into working groups and the scores were assigned to the various interventions using for each of the five criteria above. There was a high level of consistency across the working groups in the scores assigned to the various interventions. Accordingly, there was not significant deviation in the priority listing for each of the interventions.

The order of priority of the interventions is as follows:

1. Develop community assets inventory
2. Adding Value to Natural Herbs
3. Expanding the Production of Honey and Related Products
4. Poultry Farming
5. Producing Natural Fertilizers
6. Promoting Agro Processing Clustering
7. Mainstream pro-poor considerations in the national ICT strategy
8. Nurturing Family Range Reared Poultry (Yard Fowl) Farming
9. Improving the Local Value Chain of Root Crops
10. National land use plan
11. Expansion of Commercial Poultry Farming
12. Mainstreaming Good Agricultural Practices (GAPs)
13. Increasing Independent Solar Generation for Domestic and Small and Micro Enterprise Uses
14. A renewable energy policy that incentivizes and rewards innovation by Grenadians
15. Community Infomobilization
16. Grenada ICT Incubator
17. Establish collaborative partnerships with information technology providers to facilitate poverty reduction strategies – LIME, FLOW, Digicel
18. Develop alternative business models for small and micro enterprises
19. Establish equipment sharing and joint purchasing operations
20. Improve extension services to ensure greater effectiveness in poverty reduction
21. Develop models of co-operatives and collaboratives appropriate to Grenada's current needs
22. Reviewing main government policy documents to identify their pro-poor dimensions and making recommendations for revisions to ensure that pro-poor considerations are included
23. Reviewing the functioning of key institutions charged with delivering services to persons living in poverty and vulnerable to poverty to determine their effectiveness in poverty reduction
24. Create a research and development and innovation system, which could incubate and support the development and adaption of appropriate technologies
25. Develop life-long learning programmes, focusing on entrepreneurship and business development
26. Develop appropriate financial instruments to support small and micro enterprises
27. Green Hotels
28. Intervening in the development of any new policy and legislative initiatives to ensure pro-poor considerations are mainstreamed
29. Popularizing Aquaponics

The worksheet summarizing the priorities is annexed.

6.1.3 LEAD AGENCIES AND FOCAL POINTS

For each intervention, the NSAP will designate lead agencies/focal points. Lead agencies/focal points will be designated based on the capacity and interest of the particular agency or individual. Depending on the nature of the intervention, the lead agency/focal point will be responsible to the NSAP for the implementation of intervention.

Each designated lead agency/focal point will provide the NSAP with an implementation schedule for the particular intervention. Included in the implementation schedule shall be:

- a. The support required from the NSAP network and other sources;
- b. The activities that will be undertaken;
- c. Time lines for the intervention and indication of milestones; and
- d. The results that are anticipated.

6.1.4 THE INTERFACE WITH GOVERNMENT

As noted above, the NSAP is seeking to impact on Government policy in an effort to ensure that Government policies and institutions have mainstreamed pro-poor considerations. Ultimately, the relationship between Government and the NSAP in the implementation of the poverty reduction and pro-poor growth strategy will have to be negotiated and mutually agreed upon.

Of necessity there will be a two-way interface. On the one hand, NSAP will be seeking on its own initiative to affect or influence Government actions in a certain direction. On the other hand, Government may, on its initiative seek to incorporate or solicit the views of the NSAP in the conceptualisation and development of a particular initiative.

Moreover, the interface should be able to accommodate general and on-going consultation and interaction and specific initiatives. In the former category, for example, will be the development of a new policy, which will require a multi-stage process. In the latter category will be those occasions in which the NSAP has developed specific ideas and is seeking to present them to Government.

The overall objective of the interface with Government should be the conversion of any NSAP recommendations into Government policy and action. To facilitate such a result, the interface should minimize bureaucracy and should be at a senior level.

For the on-going consultative interface the possible options include:

- a. Creation of a “for purpose” consultative multi-stakeholder forum to specifically address the issues relating to poverty reduction and pro-poor growth.
- b. Strengthening the structures of an existing forum, such as the Sustainable Development Council, by making explicit poverty reduction responsibilities.

With regard to the specific interface with the government, the possible options include:

- a. A senior member of Cabinet as the focal point for the interaction with NSAP. The senior member should be a Minister with cross cutting responsibilities. In this regard there are really only two members of Cabinet that will be appropriate – the Prime Minister or the Minister of Finance.
- b. A member of Cabinet who has on-going responsibility for planning, economic development or poverty reduction.
- c. A senior public servant.

The first option is preferable since poverty reduction and facilitating pro-poor growth is cross-cutting the responsibilities of several ministries and departments, it is important that the institutional arrangements recognise that. The public servant option is the least desirable.

6.1.5 MANAGING THE MAP

For many of the NSAs and its partners the MAP is an add-on to existing work programmes and core functions. It is also noted that for most of the NSAs and partners, resource constraints – human and material – are a real challenge. Accordingly, the process of managing the MAP must be as seamless as possible. The Non State Actors Panel itself will have the overall responsibility for overseeing the implementation of the MAP.

The full Non-State Actors Panel should meet at least once a quarter to consider the status of the implementation of the MAP. These quarterly meetings of the NSAP should be open-ended. That is to say, all partners engaged in the implementation of the MAP should be informed about the meetings and should be free to attend.

The Non-State Actors Panel should appoint a core group, selected according to criteria to be determined. The core group should meet once a month to monitor progress in the implementation of the MAP.

Each lead agency/focal point will be provided with a template (copy attached) for reporting on the progress of the intervention. The lead agency/focal point will be required to submit reports to meetings of the core group only on attainment of the timeline of a milestone. That is to say, a lead agency/focal point will not be required to submit a report for each and every monthly meeting of the core group. Reports will have to be submitted, however, for the quarterly meeting to ensure that co-ordination is effective.

6.1.6 CO-ORDINATING THE NSAP

The NSAP is not inclined to create a standing institution at this stage. If the NSAP is implementing an Alternative Pro-Poor Growth and Poverty Reduction Strategy, it will be necessary to have some co-ordinating that goes beyond what is now provided by the Agency for Rural Transformation. It would be most useful to take this stage carefully and identify resources to allow for a part-time, in the first instance, Research Assistant to co-ordinate the work of the NSAP's Alternative Strategy

6.2 ASSESSING RESULTS AND IMPACT

6.2.1 GENERAL CONSIDERATIONS

An action plan would need to have system and a process for assessing its results and impact. The MAP proposes a simple results-based management approach to measurement and assessment.

For this MAP it must be borne in mind that the four types of interventions defined by principal actor:

- a. Interventions mainly under the control of the NSAP and its members in the NGO/CBO/GRO community;
- b. Interventions mainly under the control or driven by the private sector;

- c. Interventions mainly under the control of the Government; and
- d. Interventions done in partnership with considerations that must be taken into account.

These four types of interventions have been put in two categories – NSAP activities and Non-NSAP activities. The private sector activities are treated as NSAP activities.

For the purposes of NSAP activities, the objective of the monitoring and evaluation process is to assess the process and the results of the direction actions of the interventions.

With regard to Non-NSAP or shared interventions there are two purposes. The first is to assess the impact of the NSAP actions in moving the partners to a desired end. The second is to assess the impact of the activities themselves on poverty reduction and pro-poor growth in the country.

6.2.2 NSAP ACTIVITIES

For each NSAP intervention, the lead agency/focal point will prepare an implementation plan according to the template agreed to by NSAP. Each implementation plan will contain the following fields of information:

- a. The resulting impact expected or planned from the intervention
- b. The resulting output expected or planned from the intervention
- c. The activities to be undertaken the intervention and the results of the activities
- d. The inputs required for the intervention
- e. The timelines for delivery of each activity, each output and impact (with specific reporting milestones indicated)

The lead agency/focal point for each intervention will prepare a status report in the format of the template provided for that purpose and will submit the status report to the NSAP Secretariat. The NSAP Secretariat will collate the results of the status reports in the form of a matrix as suggested in the template provided.

The status matrix will be the main document for discussion and response during the assessment meetings of the NSAP. The matrix, in the interest of transparency, should also be circulated to all the partners in the NSAP.

It should be noted that only interventions assigned to and accepted by a lead agency/focal point would be placed on the matrix. This re-inforces the importance of the NSAP carefully determining the prioritisation and sequencing of the interventions.

6.2.2. NON NSAP ACTIVITIES

In assessing the impact of Non-NSAP activities, it will be important to divide those activities into two parts. The first part will be to identify the responsibilities of the NSAP in the activity and to define those responsibilities. For example, if the NSAP is seeking to have Government implement a particular policy, the advocacy for that policy will be within the remit and control of the NSAP. In terms of the overall intervention, the NSAP will have to assess the result of its work. At the same time, the actual process of implementation of the policy would lie in the remit and control of the Government. That process is outside the control of the NSAP and therefore the NSAP in its monitoring of the Government side of the process should not seek to take responsibility for that aspect, but in its assessment of the overall poverty reduction and pro-growth strategy, should take note of the results.

The NSAP will use the template proposed for these kinds of activities.

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APPENDICES

APPENDIX

Action plan Prioritization worksheet

Intervention	Overall Poverty Reduction Impact	Feasibility	Financial Resources	Human Resources	Pre-conditions	Total Priority Score
Develop community assets inventory	29	21	25	25	19	90
Adding Value to Natural Herbs	28	25	17	21	21	84
Expanding the Production of Honey and Related Products	29	25	18	21	18	83
Commercial Poultry Farming	29	25	16	21	19	81
Producing Natural Fertilizers	29	22	18	18	22	80
Promoting Agro Processing Clustering	29	24	15	21	18	78
Mainstream pro-poor considerations in the national ICT strategy	29	22	16	19	18	75
Nurturing Family Range Reared Poultry (Yard Fowl) Farming	28	21	14	19	19	73
Improving the Local Value Chain of Root Crops	28	23	14	17	18	72
National land use plan	29	15	22	22	12	71
Expansion of Commercial Poultry Farming	29	25	16	21	19	71
Mainstreaming Good Agricultural Practices (GAPs)	29	21	17	21	21	70
Increasing Independent Solar Generation for Domestic and Small and Micro Enterprise Uses	29	24	13	16	17	70
A renewable energy policy that incentivizes and rewards innovation by Grenadians	28	22	15	15	17	69
Community Infomobilization	28	17	15	19	16	67
Grenada ICT Incubator	23	18	14	19	16	67
Establish collaborative partnerships with information technology providers to facilitate poverty reduction strategies – LIME, FLOW, Digicel	28	16	15	19	16	66

NON STATE ACTORS PANEL OF GRENADA

Intervention	Overall Poverty Reduction Impact	Feasibility	Financial Resources	Human Resources	Pre-conditions	Total Priority Score
Develop alternative business models for small and micro enterprises	29	18	17	16	14	65
Establish equipment sharing and joint purchasing operations	23	18	14	17	15	64
Improve extension services to ensure greater effectiveness in poverty reduction	29	18	11	15	19	63
Develop models of cooperatives and collaboratives appropriate to Grenada's current needs	28	17	17	17	12	63
Reviewing main government policy documents to identify their pro-poor dimensions and making recommendations for revisions to ensure that pro-poor considerations are included	24	12	9	16	15	62
Reviewing the functioning of key institutions charged with delivering services to persons living in poverty and vulnerable to poverty to determine their effectiveness in poverty reduction	23	17	14	18	13	62
Create a research and development and innovation system, which could incubate and support the development and adaption of appropriate technologies	29	13	10	17	16	56
Develop life-long learning programmes, focusing on entrepreneurship and business development	29	17	12	14	13	56
Develop appropriate financial instruments to support small and micro enterprises	28	12	13	16	12	55
Green Hotels	19	16	13	13	13	55
Intervening in the development of any new policy and legislative initiatives to ensure pro-poor considerations are mainstreamed	27	12	13	18	10	52
Popularizing Aquaponics	23	14	9	13	10	43

**NON STATE ACTORS PANEL
ALTERNATIVE GROWTH AND POVERTY REDUCTION STRATEGY – MANAGEMENT ACTION PLAN
PERSONS AND ORGANISATIONS PARTICIPATING IN PLANNING CONSULTATIONS**

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Planning Process in Photos



Facilitator, Dr. Henry



Presentation on Agriculture by Mr. Denis Noel



Plenary Session



Planning Session Group Work



Groups at work



Groups at work



NSAP Chairperson, Ms. Judy Williams



Matrix of Priority Interventions 107

Sustainable Development for Growth and Poverty Reduction

Position Paper on Sustainable Development for Growth & Poverty Reduction

John N Telesford
Center for Research In Sustainability Practice

Presentation Overview

- ▶ Issues
- ▶ Background
- ▶ Successful Approaches
- ▶ Opportunities and Constrains
- ▶ Recommendations

Issue

- ▶ The NSAP has articulated six guiding principles and in support of its Alt. GPRS
 - Equity and social justice
 - Gender equity
 - Increased self reliance and reduced dependence
 - Inclusiveness and participation
 - Good governance and accountability
 - Sustainable development or SD

Issue

- ▶ 'SD is development that meets the needs of the current generation without compromising the needs of future generation to meet their own needs'
 - This solidly embeds all the guiding principles of the NSAP into SD
 - For example, equity, including gender equity ensures the equitable distribution of resources thus supporting social justice

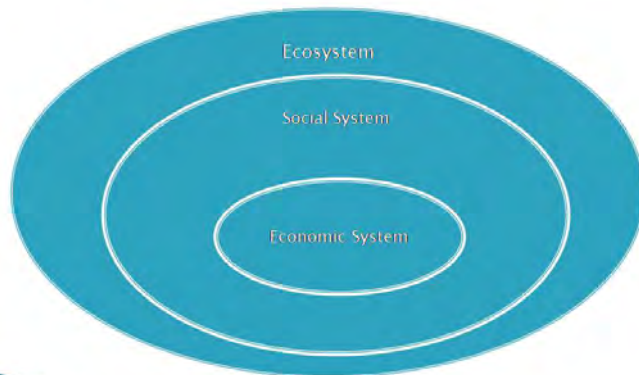
Issue

- Increased self dependence and reduced dependency, dictates that the current consumer culture is replaced with a culture of sustainability
- The inclusiveness and participation (involvement) of ALL stakeholders are essential for planning towards sustainability and ensures the voices of the 'poor' are heard

Issue

- ▶ SD therefore is an intricate interaction between the social and ecological systems
- ▶ The NSAP notes:
 - 'The basis of Grenada's economy is its natural (scarce and fragile eco-systems) and human resources. Sustainability requires social and environmental resilience, health, and wholeness. If there is a continuation of the economic arrangements which promote constant growth on a finite planet and which generates frequent ecological imbalance and social discontent the poor will continue to swell'

Issue



Issue

- ▶ The relatively high poverty head count and vulnerability rate; puts more strain on the society/environment systems, especially in communities considered 'poor'
- ▶ The current economic arrangements will have to be adjusted if sustainability is to be achieved
- ▶ To suggest how this can happen, each guiding principle will be considered

Background

- ▶ **Equity and social justice**
 - The gap between the 'poor' and 'non-poor' has always been wide
 - In the pursuit of wealth the gap continues to widen
 - Equity suggests that resources should be equitably distributed
 - Also the view that the economy is an end in itself and that it serves the people will have to be adjusted if equity is to be achieved

Background

- ▶ **Equity and social justice**
 - Poverty can be caused by 'limited income arising from poor job opportunities'
 - This however, must not promote unjust and inequitable treatment of people and 'meaningful jobs' that support human well being should be created
 - Gender equity must also be critical consideration in job creation

Background

- ▶ **Equity and social justice**
 - Growth is the hallmark of the current economic system
 - But in an equitable and just society, focused on sustainability this is problematic
 - More consumption = higher growth
 - But the 'poor' remains 'poor', and social and ecological degradation continues

Background

- ▶ **Equity and social justice**
 - For this Alt. GPRS, two positions for an 'alternative growth strategy' are proposed
- 1. Growth which connotes wealth and excessive possessions should be decoupled from well being and the good quality life
- 2. The consumer culture that supports growth should be transitioned to a culture of sustainability, where just enough consumption-low/limited growth to satisfy well being is encouraged, while directing human energy to social and ecological restoration

Background

- ▶ **Increased self reliance and reduced dependence**
 - A transition to a low/limited growth economy will increase self reliance and reduce dependence
 - However, this is not an easy task in the context of the current 'consumer culture' that has been ingrained since industrialization
 - Some key drives that can assist with this transition:
 - businesses; the media; governments; education; social networks and traditions

Background

- ▶ **Business**
 - The marketing tool of business has contributed to a culture of consumerism
 - Business with a social trust however, can contribute to the transition to sustainability culture
 - Encourage social and environmental entrepreneurs
 - Encourage investments grounded in social responsibility
 - Encourage investments by communities and in communities

Background

- ▶ **Business**
 - The NSAP specifically mentions investments in non timber forest products such as herbs
 - These local business and investments, such as Noelville Limited and the Grenada Chocolate Factory supports;
 - ✓ Poverty reduction
 - ✓ Create jobs at the community level
 - ✓ Promote equity, self reliance and less dependence

Background

- ▶ **The media**
 - 'The media are a powerful tool for transmitting cultural symbols, norms, customs, myths and stories'
 - The culture of foreign countries have affected our local culture in many ways, inter alia, dress and food
 - There are signs that the media are playing a role in transitioning to a culture of sustainability, e.g. in cigarettes
 - In Grenada an example of the 'love the land' infomercial is a nice example

Background

- ▶ **The media**
- ▶ **'land is a critical asset in the nation's ability to feed itself'**
 - Sustainable land management practices supports more sustainable approaches to agriculture and farming at the community level
 - The will reduce poverty, provide jobs and reduce self dependence and increase self reliance

Background

- ▶ **Governments**
 - Governments have supported consumerism and this is no exception with the GOC
 - The stimulus package has done just that in recent times
 - With the current period of low/limited growth, more sustainable approaches, e.g. in the areas of agriculture and energy should have been taken
 - Governments can also employ 'choice editing' to move nations on to sustainability paths

Background

► Education

- Consumerism has had and continues to have devastating effects on the social and ecological systems
- In this regard 'education in environmental literacy' is essential
- The need for environmental literacy and education is extremely important in leading the charge to transition towards sustainability
- One success story is highlighted

Background

► Social networks

- One commentator notes that there is a 'movement' on to transition from consumerism to sustainability
- The NSAP and its many position papers is a testament to this in Grenada
- This goes to the core of the type of network that can inspire and empower people to redirect to sustainability

Background

► Traditions

- The maroon festival is a very good example of a traditional celebration that supports sustainability
- Religions play a role also as many are now calling on their congregations to conserve energy and are taking stances against the abuses of Creation

Background

► Inclusiveness and participation

- Planning towards sustainability requires not only multi-stakeholder participation and involvement, but techniques and visioning that will ensure that all stakeholders are moving in the 'right direction'
- The ABCD model is proposed as a 'good' planning tool in this regard
- Secondly, cultures of sustainability must also be cultivated

Background

► The ABCD model

- Grenada can be considered as 'the economy and society embedded in the ecological system'
- The main outcome for planning towards sustainability in such a system is a successful system
- A 'successful system' is one in which the natural flows of nature are not adversely disrupted by economic actions, e.g. disruption of the carbon cycle which causes CO² accumulation

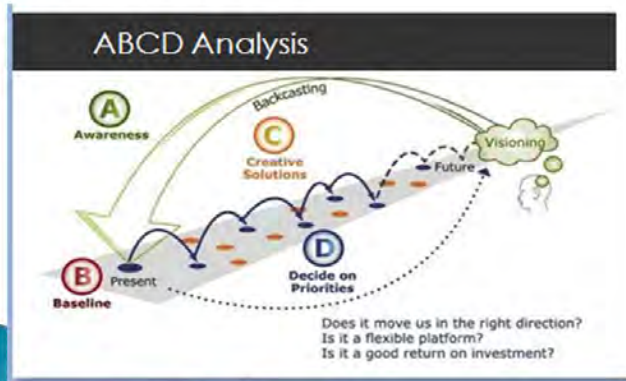
Background

► The ABCD Model

- In essence sustainability has to do with perpetually maintaining a successful system so as to allow future generations to prosper on in a healthy Grenada
- The vision for sustainability in Grenada therefore can be defined by sustainability principles; four are shared for consideration in planning (see appendix in paper)

Background

► The ABCD Model



Background

► The ABCD Model

- This model is suggested as a planning model that will allow multi-stakeholder participation

Successful Approaches

- Two successful approaches to sustainable development are considered:
- The Island school
 - As a eco-village and learning incubator for sustainability and environmental literacy; the island school located in the Bahamas has been in existence since 2009
 - Built on three keystones: sense of place; sustainability and community
 - Both facilities and curriculum integrate to provide students with the experience of sustainable living

Successful Approaches

- The Island School
 - The island school fully supports the transforming values of eco-villages:
 - Delinking growth from well being
 - Reconnecting people with the place where they live
 - Affirming indigenous values and practices
 - Offering a holistic and experiential education ethic

Successful Approaches

- The Grenada Chocolate Factory
 - Community based investment that draws on organic cocoa and inputs to produce chocolate
 - Uses cooperative farmers organization in its business model
 - Applies PV grid tied power
 - Employees from the community

Opportunities and Constraints

- Opportunity
 - To transition towards a low growth in a global recession
- Constraints
 - Deeply entrenched cultural value that wealth accumulation is well being
 - Perceived lack of political will to change planning approaches
 - The lack of a clearly articulated vision of sustainability
 - The quest of the poor to come out of poverty by any means necessary
 - Resource scarcity, limited waste assimilative capacity and high dependence on fossil fuels conspire against sustainability

Recommendations

- ▶ Design and implement eco-villages– from consumerism to sustainability
- ▶ Adopt the ABCD model for planning: encouraging multi-stakeholder participation and inclusion
- ▶ Craft a vision of island sustainability and cultivate cultures of sustainability
 - » Discourage consumption that undermines well being
 - » Replace the private consumption of goods with that of public consumption
 - » Goods that do remain necessary should have longer lifetimes
- ▶ Encourage more sustainable and community based investments

Investment & Corporate Social Responsibility

INVESTMENT & CORPORATE SOCIAL RESPONSIBILITY

Context

The objective of the position paper is to strengthen the ideas and approaches proposed by the Alternative Growth and Poverty Reduction Strategy. It should:

- ✓Support the philosophy and principles of the strategy.
- ✓Provide evidence of successful approaches in Grenada or elsewhere
- ✓Identify the opportunities and constraints in the Grenada context.
- ✓Make recommendations in respect of priority actions to be taken to overcome the constraints and build on the opportunities.

Key Messages

- The Current Situation
- The Opportunities for Change
- The Process
- Sustainable Co-Investment
 - Private Sector
 - Community
- Corporate Social Responsibility (CSR)
 - Philanthropy
 - Within the product and services
 - Within community and its resources
- Financing
- Possible Challenges
- Conclusion

Today!

Grenada, Carriacou & Petite Martinique

The Current Situation

2004 Hurricane Ivan that destroyed or damaged 95% of our homes and 85% of our infrastructure

- Global Economic Crisis
- Grenada's debt is 114% of the GDP
- Inheriting empty coffers
- History of corruption and law suits
- 14.6% vulnerable
- 37.7% under the poverty line
- 66.4% under the age of 24
- A third or more of the average salary is spent in transport
- Escalating energy prices

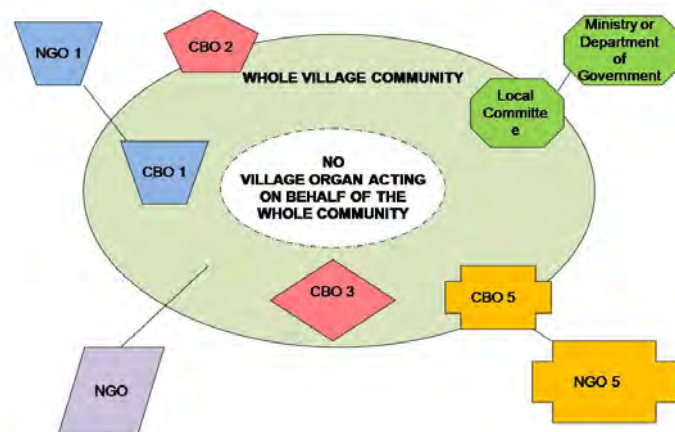
FOOD FACTS!

According to the recent OECD-FAO Agricultural Outlook 2011-2020 Report published in June 2011: 'Higher food prices and volatility in commodity markets are here to stay'.

- More than 60% of Food Imported
- Imported Food Prices Soaring in wake of Global increases (Cereals, Fish, Sugar, Fruits & Vegetables, sugar, meats etc.)
- Declining Exports
- Increasing World Prices for Key Exports (Nutmeg, Cocoa)
- Increasing domestic produce prices
- Above average increase in Food Prices

Working with Community

CURRENT ORGANISATIONAL FRAMEWORK OF A COMMUNITY



Current Investment Strategies

Present investment strategies relies on a 'trickle down' effect to the people. Some of the suggested strategies have been:

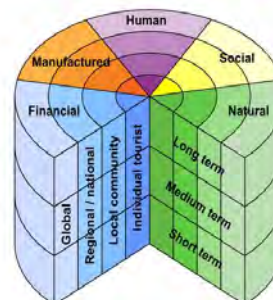
- Large branded resort investment developments
- Free zone development
- Cruise ship tourism
- Citizenship by Investment
- Development of the yachting and dive industry

They need to attract 25,000 to 50,000 more persons to the island to create a vibrant market



Opportunities

The New Business



Sustainable Systems: Ollie Pearce, 28/01/10

This new sustainable business model suggests a well thought out, holistic plan that looks at how the business impacts on three levels:

- * The impact to the natural, financial, human, manufacturing and social sectors;
- * The effects to all stakeholders local to global, from purchase to sale,
- * and on a short, medium and long term basis.

What is sustainable development?



A sustainable economy development is one that takes a balanced approach to the impact of the ever-demanding human need for economic growth and the demands it makes on the ever limiting natural resources.

Triple bottom line

People, Planet, Profit



Green Economy

*'Towards a green and resilient economy for the Caribbean'; "The term **"Green Economy"** has emerged to describe a form of development that addresses in a holistic way the multiple economic and environmental challenges confronting the world."* CANARI

The **'Green Economy'** model of development hold much possibilities for Grenada's sustainable development as it will foster development that can build on traditional **knowledge, self-reliance methods, natural resources and human collateral** as well as encourage innovative development.

Green Collar Jobs

The opportunity for skill development that will contribute to the development food security, conservation water, alternative energy, recycling waste will now be in demand.

The understanding and preservation of the unique historical/cultural habits and assets can serve in the creation of a strong, unique market identity and can serve to enhance coping mechanism for self reliance.

Green Collar Jobs

Examples of these new skills are:

- sustainable building & design (water harvesting, permaculture, grey-water treatment, dome design, etc.),
- development of sustainable building materials;(Bamboo, Stone, dirt,)
- Restoration of historical sites, Traditional boat building
- alternative energy (Solar, wind, biogas),
- research & documentation of environmental, historical & cultural interest and assets
- organic farm practices (the development of organic fungicides, pesticides, fertilizers),
- Bee keeping, goat dairy, aquaponics
- the recycling of waste,
- agro manufacturing,
- health and wellness (organic farming, herbal remedies, ecotourism)

Sustainable Tourism

The application of a tourism model that builds on the assets of the community in a holistic manner, can be a changemaker.

Geotourism can be the changemaker in the tourism sector. Tourism that sustains or enhances the geographical character of a place —its environment, culture, aesthetics, heritage, and the well-being of its residents. It can be...

- Environmentally responsible**, committed to conserving resources and maintaining biodiversity.
- Culturally responsible**, committed to respecting local sensibilities and building on local heritage.
- Synergistic**, bringing all elements of geographical character together to create a tourist experience that is richer than the sum of its parts, and appealing to visitors with diverse interests.

Sustainable Tourism

- Ecotourism,
- Agri-tourism,
- Cultural Tourism,
- Community Tourism,
- Heritage tourism,
- Adventure tourism,
- Travel Philanthropy (businesses, groups & individuals that travel to do good),
- Education Travel,

Benefits of Travel Philanthropy and Volunteerism

Increase economic benefits	Enhance non-financial livelihood impacts	Enhance participation and partnership
1. Boost local employment, wages 2. Boost local enterprise opportunities 3. Create collective income sources – fees, revenue shares	1. Capacity building, training 2. Mitigate environmental impacts 3. Address competing use of natural resources 4. Improve social, cultural impacts 5. Increase local access to infrastructure and services	1. Create more supportive policy/planning framework 2. Increase participation of the poor in decision-making 3. Build pro-poor partnerships with private sector 4. Increase flows of information, communication

ICT Investment

Investment in ICT applications and platforms can enable maximization of profitability across all sectors following ways:

- **Aid in the reduction our carbon foot print:** online community reporting to development agencies; online office; SMART technology that monitor the energy use and needs as well as self regulates the use of energy according to need, e.g. Republic Bank ; video conferencing;
- **Connect us directly to markets:** e.g. Crowd sourcing, web marketing, ecommerce, cloud computing
- **Management:** Assist in the collection of data, management and planning: e.g. Community management; e-government, online forms
- **Reporting:** Enable and promote transparency and accountability: Online reporting and social media market

Existing Sustainable Investments

Over the years the development of sustainable tourism, Fair Trade, the organic movement, alternative energy, agriculture diversity and agro-manufacturing have been increased.

The process

The Philosophy And Guiding Principles Of The Alternative GPRS

The Philosophy And Guiding Principles Of the Alternative GPRS are as follows:

- Equity and social justice
- Gender equity
- Increased SELF-RELIANCE and reduced dependence
- Inclusiveness and participation
- Good governance and accountability
- Sustainable development

Preparing the Community

Uniting Community

**"United you stand,
divided we fall"**

**We must learn to live together as brothers or
perish as fools
Martin Luther King Jr.**

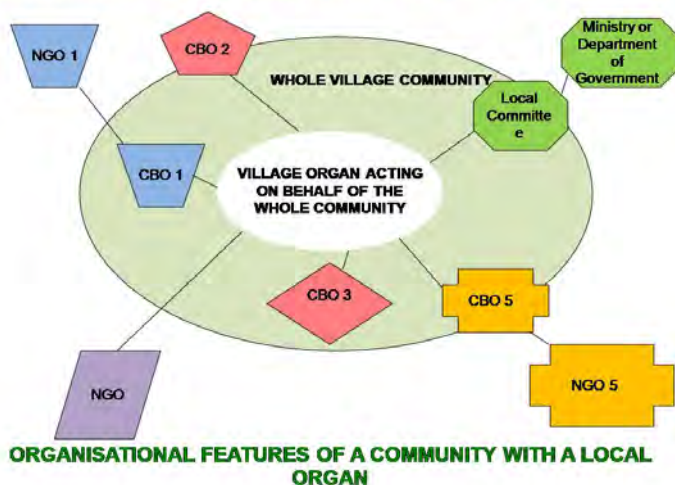
Why Start With the Community?

- Complements market and public sector activities
- Enhances sustainability and self-reliance
- Improves efficiency and effectiveness
- Allows poverty reduction efforts to be taken to scale
- Makes development more inclusive of the needs and interests of people living in poverty and vulnerable groups
- Facilitates integrated, holistic development
- Empowers people, including those living in poverty
- Builds social capital, especially at local community level
- Strengthens good democratic governance.

Good Governance Education

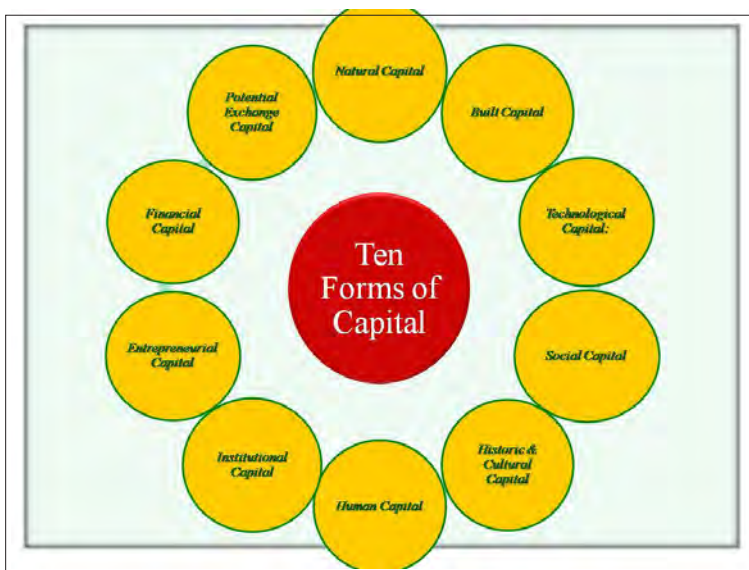
Good Governance....

- Involves inclusion & participation
- Involves rule of law, this means that the law is over everyone and it applies to everyone. No one is above the law, no one is exempt from the law, no one can grant exemption from the law. Everyone is equal under the law, rulers nor ruled alike.
- Involves human rights, transparency, accountability, absence of corruption, efficient and effective public management systems & processes, etc.
- Puts people at the center of governance not only achieving inclusiveness but truly enacting democracy

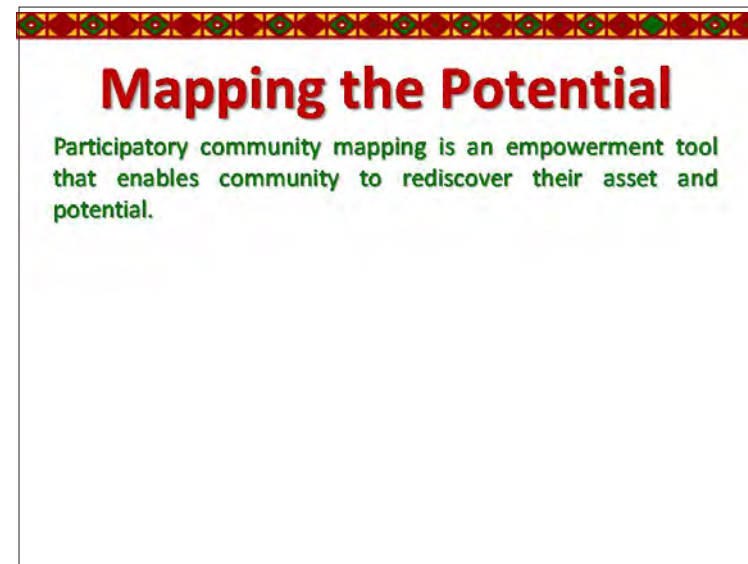
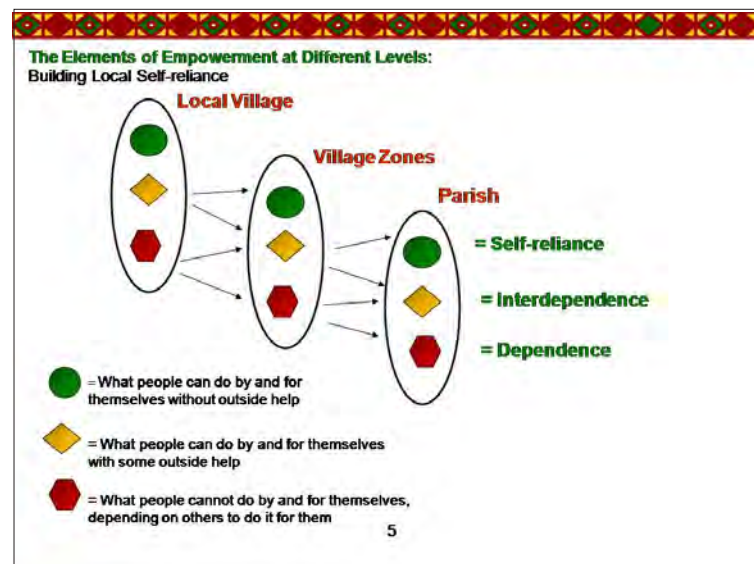
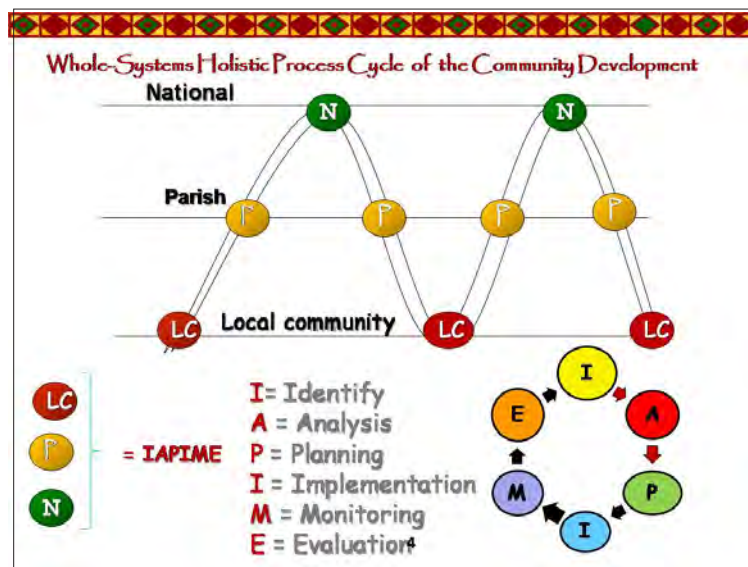


Community's Teams

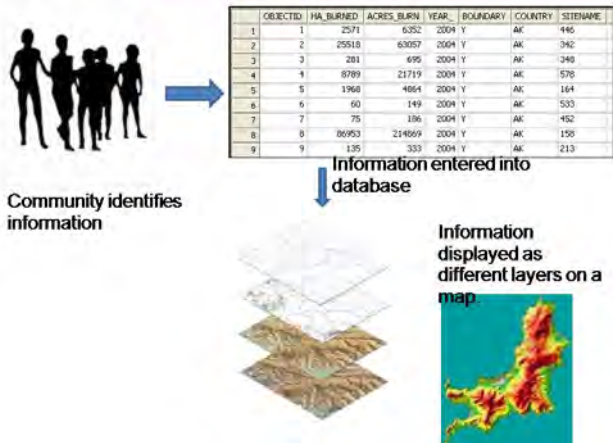




Ten Forms of Capital		
Capital	Currency	Developing to....
<i>Social</i>	Connections	Influence, relationships
<i>Human</i>	all the knowledge, skills and capabilities of the people	Embodied experience & wisdom
<i>Historic & Cultural</i>	Songs, stories, rituals	Sense of place and identity
<i>Natural</i>	Carbon, nitrogen, water	Soil, living organisms, land, ecosystems services
<i>Built</i>	Infrastructures, utilities, facilities	Physical community
<i>Institutional</i>	structures, organizations, legal, and financial frameworks	Enabling environment, regulation & monitoring
<i>Technological</i>	intellectual resources to create /design tools, systems, machines, arts, skill	Innovation, discovery
<i>Entrepreneurial</i>	Innovative businesses, product, services	Income generation
<i>Potential Exchange</i>	Volunteers, mentors	Sweat collateral & communal support



Mapping Process



Investment

Investment Definition

Placing of money, of capital, time, devotion, talent in a project or cause that gives returns or increase in value.

Thing in which capital is placed, as a business, shares or property

The act or fact of formally endowing with authority

Sustainable Co-Investment

Sustainable Co-Investment strategy that would promote an equitable investment that builds efforts geared to addressing poverty reduction, self-reliance and sustainable growth. The sustainable co-investment strategy is really the development of a **"people to people"**, consciously equitable investment relationship for people empowerment.

Private Investments

It is said that a smart businessman invests his principal and spends the interest.

Private Sector: Sustainable co-investment suggest that instead of selling our capital such as land or assets this form of investment recognizes the capital input by the entity or community and their share towards ownership.

Examples of Co-investment/Joint venture:

- La Source is a prime success story, where the local entrepreneur invested his land into the company of which he is now a shareholder.
- The Grenada Chocolate Factory: The foreign entrepreneur has assisted farmers in becoming certified organic and the farmers supply all their cocoa to the factory that ferments dries and processes.

Community Investment

Community Investment: Grenada's maroon community culture; River Sallee & La Poterrie Salaka; Carriacou & Petite Martinique maroon, are a prime foundation for developing community cooperatives.

The collective assets, *Natural, Built, Human, Social, Institutional, Entrepreneurial, Historical & Cultural, Volunteer and In-kind Capital* must be valued as community's capital towards the project.

Cooperatives

Community Cooperative

Cooperative community development organization are the paradigm shift to Social economy. The social economy consists of association-based economic initiatives founded on the following values:

- service to members of community rather than generating profits;
 - autonomous management (not government or market controlled);
 - democratic decision making;
 - primacy of persons and work over capital; and
 - based on principles of participation and empowerment.
- **Agricultural Cooperative:** There is a synergy between our maroon culture and structure of agriculture cooperatives.
 - **Utility cooperative**
 - **Environmental Cooperatives**

Cooperatives

The UN International Year of Co-operatives is intended to raise public awareness of the invaluable contributions of co-operative enterprises to poverty reduction, employment generation and social integration.

Corporate Social Responsibility

The Role of Corporate Social Responsibility (CSR)

- The role of private sector is to generate jobs, income and wealth.
- They should be socially responsible for environment and for the community within. CSR is an effort to attain a deeper and more meaningful relationship in the society.
- The goal of CSR is to embrace responsibility for the company's actions and encourage a positive impact through its activities on the environment, consumers, employees, communities, stakeholders and all other members of the public sphere who may also be considered as stakeholders.

Continuum of Corporate Social Responsibility (CSR)



Corporate Social Responsibility

Philanthropy: This includes monetary donations and aid given to community development organizations and communities. Private Sector can also partner with community development organization to deliver services and support to workers.

Corporate Social Responsibility

Within the product and services: Incorporating the CSR strategy directly into the business strategy of an organization.

Some examples are:

- Arawak Islands, obtains its spices, baskets, condiments, etc from local crafters
- Grenada Bottlers Company grey-water & oil treatment; there use of partially biodegradable plastic,

Corporate Social Responsibility

Within community and its resources: The shared value model is based on the idea that corporate success and social welfare are interdependent. A business needs a healthy, educated workforce, sustainable resources and adept government to compete effectively.

Example: Belmont Estate is an example of this shared value model.

Financing

Financing

Socially Responsible Investing: any investment strategy which seeks to consider both financial and social good.

It encourages: corporate practices that promote environmental stewardship, consumer protection, human rights, and diversity.

It avoids: businesses involved in alcohol, tobacco, gambling, pornography, weapons, and/or the military.

Some examples:

- Angel investing is an affluent individual who provides capital for a business start-up, usually in exchange for convertible debt or ownership equity.
- Community Investment is a subset of socially responsible investing, allows for investment directly into community based organizations.

Challenges

Possible Challenges

- Trade liberalization and globalization of the market that make it compete on the local market
- The lack of copyright protection for oral heritage and indigenous knowledge.
- Grenada also needs to sign treaties like the NAGOYA Protocol: The objective of this Protocol is the fair and equitable sharing of the benefits arising from the utilization of genetic resources, including by appropriate access to genetic resources and by appropriate transfer of relevant technologies, taking into account all rights over those resources and to technologies, and by appropriate funding, thereby contributing to the conservation of biological diversity and the sustainable use of its components.
- The monopoly on energy and the escalating cost of carbon fuel
- Polarized communities
- Development of CSR that is not monitored or advised by social development partners run a risk of dividing community, creating dependency and favoritism.
- Governments lack of enthusiastic commitment and political will to the community and local interest

Conclusion

Conclusion

The present model of development with its massive dependence on fossil fuel, the continuing an rapid destruction of the environment and marginalization of large sections of the population is unsustainable.

The alternative that is being proposed in this position paper is one that positively affects all sectors of the society and is environmentally sustainable. Such a strategy is sustainable, taking into consideration the limited resources and fragile environment.

It is an approach that uses all methods and forces at the country's disposal, one that is fair, just and inclusive.

For a small and vulnerable society like Grenada to thrive, profitable and competitive sustainable businesses must be developed and support to create income, wealth, tax revenues and opportunities for philanthropy.

**The 'Greens'...
Richer than it
knows!!!!**

Thank You.



Energy, Growth and Poverty Reduction

Position Paper: Energy, Growth & Poverty Reduction

John N Telesford
Center for Research In Sustainability Practice

Presentation Overview

- Brief Introduction
- Issue
- Background
- Success Stories
- Opportunities and Constraints
- Recommendations

Introduction

- “Renewable energy has the potential to lift communities out of poverty, reform existing polluting industries and economic sectors and create a clean more secure energy system”

Adnan Z. Amin, IRENA Director-General

Introduction

- “The global potential of renewable energy sources is unlimited, but there are still challenges of cost, technology and mindset to overcome”

Adnan Z. Amin, IRENA, Director-General

Issue

- Grenada depends almost solely on imported fossil fuels for providing energy services
- Two key issues are of concern in the context of growth and poverty reduction
 1. The high cost of energy
 2. Carbon footprint of organizations and Grenada as a whole

Issue

- High Cost Impacts on the poverty
 - This has the potential to exacerbate the high poverty rate (in 2008, 37.7%) and vulnerability rate (in 2008, 14.6%).
 - Energy takes a high share of disposable income, which is very scarce or sometimes non-existent for the poor;
 - The poor will resort to other sources of energy with environmental impacts and well-being concerns

Issue

- High cost and growth
 - Due to importation of fossil fuels large quantities of foreign exchange leaves the country
 - Due again to the high drain on society's disposable income, goes into this outflow, hampering economic diversity and growth potential

Issue

- The carbon footprint
 - The amount of direct & indirect CO² or CO² equivalent associated with an activity or is accumulated over the lifetime of a product
 - The sole dependence on fossil fuels just increases the carbon footprint
- These two issues are thoroughly investigated
- In the context of the NSAP Alt. GPRS, it is proposed that Grenada transitions to renewable energy

Background

- The energy chain
 - There are three energy sources
 - Fossil fuels
 - Renewable
 - Nuclear
 - Four broad energy users
 - Transportation
 - Residential
 - Commercial
 - Industrial

Background

- Energy Carriers
 - Can be stored, e.g. refined petroleum products
 - Electricity
- In between the energy sources, processing occurs, where some energy is lost and carbon dioxide is emitted
- The end use of energy can be traced back to one of the three sources

Background

- The carbon footprint of Grenada
 - Activity mean: those of Governments, individuals, communities
 - Direct contribution: concerns internal, e.g. for cooking or driving a vehicle
 - Indirect contribution: using electricity, embodied energy in products
 - Products: mean products and services

Background

- Embodied Energy
 - The energy associated with the manufacture, transportation, disposal of products
 - In the context of sustainable development (SD) and Grenada's entrenched 'culture of consumerism', supported by high imports, the carbon footprint can be extremely large
 - Agriculture, tourism, manufacturing, construction are major contributors to the GDP of Grenada

Background

- Embodied Energy
 - Inputs into these sectors are largely imported, artificial fertilizers, plastic bottles, etc
 - These have very high 'embodied energy' and associated high carbon footprints throughout their life
 - Using more indigenous material inputs, can change the carbon footprint of Grenada
 - This will contribute to the Alt. GPRS guiding principles of self reliance, less dependence and a transition to a 'culture of sustainability'

Background

- High cost of fossil energy
 - The awareness of the cost for energy is much greater in society than the carbon footprint issue
 - High cost for electricity, fuel at the pump and cooking gas makes the distribution of energy very inequitable
 - And the 'poor' with the least disposal income is grossly affected, thus promoting inequity, social and environmental ills

Background

- The high carbon footprint and high cost of energy and their impacts on 'poverty' and 'growth'; leads to the proposal of transitioning Grenada's energy base to renewable energy in the context of an Alt. GPRS

Background

- Transitioning to a renewable energy sources
 - Added to the challenges of cost, technology and mindset is another fundamental barrier to transitioning to renewable energy in Grenada: the Electricity Supply Act, ESA, which gives the GRENLEC the sole right to generate, distribute, and sell electricity
 - However, a National Energy Policy (NEP) was developed, which provided some key policy standpoints that can assist the NSAP Alt. GPRS

Background

- Transitioning to a renewable energy sources
 - These standpoints are:
 - Renewable energy
 - Energy efficiency and conservation
 - Household sector

Background

- Renewable energy
 - Goal: 'provide fiscal incentives (e.g. tax rebates, subsidies, feed-in-tariff) based on objective cost-benefit analysis to all sectors of the economy and society (considering equitable access to such) to encourage increased use of renewable energy and energy technology and systems'
 - Keen consideration of the ESA is needed here to achieve this goal

Background

- Renewable energy
 - Interconnection policy
- A bilateral agreement between GRENLEC and customers
- First phase attracted 54 customers since there was net metering, i.e. customers were paid the rate for electricity at the time
- The success with this program prompted a second phase

Background

- Interconnection policy
 - Second phase customers are offered a guaranteed rate \$0.45 per kWh which is much lower than the present rate (May 2012: \$1.10)
 - Has not been as successful to date
- The interconnection policy is an excellent program which can support the policy goal articulated above

Background

- Forms the basis for a feed-in-tariff law, that will support a deep penetration of renewable technology by encouraging the housewife in the rural and poverty stricken areas of Granada to invest in renewable energy and sell to the GRENLEC
- Job creation, reduce poverty and equitable distributed energy are key benefits
- Distributed energy supply will support the transition of the vehicle fleet to hybrids and be charged by more sustainable energy sources

Background

- Energy efficiency and conservation
 - Goal: 'reduce the national rate of energy consumption while increasing economic growth (decoupling), by adopting best practices in energy efficiency'
 - Energy efficiency reduces the carbon footprint
 - Supports the use of renewable energy technologies

Background

- Household sector
 - Goal: 'achieve a diversified supply of energy services, with lower energy intensity and carbon emissions that will result in lower prices for household and domestic purposes'
- Two key policy standpoints are important:
 - Tariff system in the domestic sector
 - Education and awareness to promote energy efficiency

Background

- Household sector
 - In 2010 85% of GRENLEC customers were households
 - Investment in renewable technologies for electricity, transport and cooking in this sector augurs well for a national transition RE
 - Further supporting equity, increased self reliance and decreased dependence

Background

- Household sector
 - Bio-energy
- LPG is the main source of energy in the household
- Biogas, energy from waste can be used to replace this on the household level and especially for the 'poor'
- This can free up disposable income, create jobs, thus supporting self reliance and less dependence

Background

- Household sector
- Stand alone PV systems
 - In addition to the feed-in-tariff law customers can install stand-alone PV systems, i.e. off the grid installation
 - Stand alone PV removes GRENLEC from the picture, empowering villages and communities and further demonstrating self reliance and less dependence

Successful stories

- The NSAP fully supports the use of solar
- 'I'd put my money on the sun and solar energy. What a source of power! I hope we don't have to wait until oil and coal run out before we tackle that,'
Thomas Edison (1847-1931)
- Two stories are provided:
 - Millennium village-pay as you go solar lights
 - Solar market gardens- increasing access to energy, water and food

Successful stories

- Millennium villages- pay as you go solar lights



Successful stories

- Millennium villages-pay as you go solar lights
 - Nine such villages exists in Mali, serving 2,400 persons
 - One such system, which includes 1.4 kW generating capacity and 16.8 kWh of battery storage cost about \$1,500.00

Success stories

- Solar market gardens
 - These utilize solar powered drip irrigation systems to water and fertilize crops at women's farming collectives
 - Each garden supplies about 2 tons of fresh produce per month
 - 20% of which is kept for home consumption
 - Rest is sold earning the women an extra \$7.50 per week

Opportunities and constraints

- Key opportunities
 - Availability of solar thermal and PV technology
 - The interconnection policy
 - TAMCC is embarking on a bio gas plant
 - The NEP has key goals and policy standpoints
 - A transition to renewable energy will support education and training

Opportunities and constraints

- Constraints
 - The NEP signals the intention of the GOG to invest in a large geothermal plant, this hinders the capacity to provide jobs, self dependence and reduced dependency
 - It will also hinder the deeper penetration of renewable technology at the community level and lock in funds that can be used for financing rural customers and grid development

Opportunities and constraints

- Constraints
 - The ESA is outdated and needs redress, but this can come with a cost to the GOG
 - The availability and price of hybrid vehicles can be prohibitive

Recommendations

- Enhance the current interconnection policy of GRENLEC to include a feed-in-tariff; implemented by an independent 'regulator'
- Use the TAMCC bio-gas project as a learning center
- Establish education and training program in renewable energy
- Develop and promote stand alone PV technology in eco-villages