

# **National Capacity Self Assessment Cross Cutting Analysis**

**On  
Disaster Management, Technology  
Socioeconomic and Ecological Linkages**

**DRAFT REPORT**

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## **LIST OF ABBREVIATIONS**

<b>AOSIS</b>	Alliance of Small Island States
<b>CBO</b>	Community Based Organization
<b>CDERA</b>	Caribbean Disaster Emergency Response Agency
<b>CHAMP</b>	Caribbean Hazard Mitigation Programme
<b>CIDA</b>	Canadian International Development Agency
<b>COP</b>	Conference of Parties
<b>DFID</b>	Department For International Development, United Kingdom
<b>GAP</b>	Great Adventure People
<b>GDP</b>	Gross Domestic Product
<b>GEF</b>	Global Environment Facility
<b>GRENCODA</b>	Grenada Community Development Agency
<b>MDG</b>	Millennium Development Goals
<b>MEA</b>	Multilateral Environmental Agreements
<b>MOF</b>	Ministry of Finance
<b>NaDMA</b>	National Disaster Management Agency
<b>NAP</b>	National Action Plan
<b>NCCC</b>	National Climate Change Committee
<b>NCSA</b>	National Capacity Self Assessment
<b>NEMS</b>	National Environmental Management Strategy
<b>NGOs</b>	Non-Governmental Organizations
<b>NSTC</b>	National Science and Technology Council
<b>OAS</b>	Organization of American States
<b>OECS ESDU</b>	OECS Environment and Sustainable Development Unit
<b>PMO</b>	Prime Minister's Office
<b>PRSP</b>	Poverty Eradication Strategy Paper
<b>SEA</b>	Sustainable Enterprise Awards
<b>SLM</b>	Sustainable Land Management
<b>SDC</b>	Sustainable Development Council
<b>SME</b>	Small/Medium Size Enterprise
<b>SIDS</b>	Small Island Developing States
<b>UNFCCC</b>	United Nations Framework Convention on Climate Change
<b>UNCCD</b>	United Nations Convention to Combat Desertification
<b>UNCBD</b>	United Nations Convention on Biological Diversity

<b>UNDP</b>	United Nations Development Program
<b>WB</b>	World Bank
<b>WSSD</b>	World Summit on Sustainable Development
<b>WTO</b>	World Trade Organization

## 1.0. INTRODUCTION

### 1.1. OVERVIEW

This report contributes to a country-driven, Global Environmental Facility (GEF) funded process to identify capacity development needs with respect to compliance with three international environmental protocols that originated from the Rio Summit in 1992 and have been ratified by the Government of Grenada. The GEF and United Nations Development Programme (UNDP) initiated a country-driven process for Signatory Country Governments to identify and analyze their capacity constraints so that these constraints may be addressed.

This report is focusing on the crosscutting capacity analysis that spans three environmental agreements:

*The United Nations Convention Combating Desertification* (UNCCD);  
*The United Nations Convention on Climate Change* (UNCCC) ratified as the Kyoto Protocol;  
 And;  
*The United Nations Convention on Biological Diversity* (UNCBD), also known as the Biodiversity Convention.

As this report will be focused on the cross cutting issues that span all three of these conventions, when referring to these agreements as a group, they will be referred to as “the Conventions” or the “Multilateral Environmental Agreements” (MEA’s).

This analysis of cross cutting issues for this report is focused on the areas of socio-economic issues, environmental linkages, technology, and disaster management. The research and production of this report has been guided by the following terms of reference:

- Review the stocktaking and thematic assessment reports.
- Review the relevant literature including the GEF document entitled “Guidelines for NCSA of Country Capacity needs for Global Environmental Management.”

- Analyze these and other relevant documents to identify established priorities, capacity constraints/bottlenecks, and needs relating to the above focus areas.
- Liaise with thematic assessment consultants to explore mechanisms for facilitating synergies among the conventions and make recommendations thereto.
- Examine and detail mechanisms for sustainability, monitoring and evaluation and make recommendations thereto.
- Prepare a comprehensive report on the findings of the consultancy detailing the evaluation of the cross cutting issues.
- Prepare a three year action plan based on the above priorities for addressing capacity needs.
- Prepare a detailed work plan based on the proposed action plan.
- Prepare at least three project profiles based on the above stated priorities.

Participate in two (2) national workshops and present findings to stakeholder community.

## 1.2 METHODOLOGY

This cross cutting analysis has employed a number of methodologies and tools drawn from a variety of sources. This report incorporates tools provided by the United Nations Development Programme (UNDP)<sup>1</sup>, as well as drawing from the thematic assessments and the conventions to provide a baseline of information for the analytical presentation of findings. For some thematic areas, country reports to the conference of parties (COP) for the relevant Conventions were used when information that was needed but not available in the thematic assessments. COP reports were also employed along with other strategic plans to observe the consistency and credibility of the claims found in the thematic assessments. The Poverty Eradication Strategy Paper (PRSP) was also used to ensure that this analysis was aligned with existing macro socioeconomic plans relevant to the Country's multilateral commitments.

External resources have been used to illustrate findings where domestic indicators may not be present, where phenomena may be on a global scale, or where external resources provide context that benefits the analysis as a whole.

Stakeholder interviews were primarily focused on testing the landscape of opportunity for the action plan and project profiles. A number of stakeholder workshops were attended to

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<sup>1</sup> UNDP Resources: *National Capacity Self Assessments: A Resource Kit*, October 2004; *Capacity Development Indicators*, UNDP/GEF, Resource Kit, November, 2003.

provide an opportunity to see stakeholder interaction, multiple points of view, observe the process of identifying challenges and then overcoming them, and generally observing the processes being discussed in this report at the community level.

Workshops attended that have provided analytical content and context for this report are:

- Sandy Island/Oyster Bed Marine Park Project Management Plan Workshops I,II,III
- National Strategic Planning Workshop, Government Stakeholder Segment; hosted by the Agency for Reconstruction and Development
- Disaster Management Training Workshops; National Disaster Management Committee
- Grand Bay Mt. Pleasant NaDMA Village Committee Inception Workshop; National Disaster Management Agency

All of these resources have been combined to present the findings in this report.

## **1.2. REMARKS ON LEVELS OF INTERVENTION**

This cross cutting analysis will be identifying capacity barriers that are intended to identify paths of opportunity to explore synergies and opportunities that will not only foster and enable the fulfillment of the MEA's, but also serve to meet the interests of Grenada as a whole. As a result, the analytical content of this paper examines capacity barriers and opportunities at the individual, organizational and systemic levels. Where possible, the action plan has been designed to combine these needs into synergistic opportunities with the intent of directing financial and human resource investments in an efficient, effective and results oriented manner.

Below is a table developed by the United Nations Development Programme that specifically defines the meaning of 'individual', 'organizational', and 'systemic' levels of intervention to ensure clarity when describing these in this report.

**Table 1: Capacity Development Levels of Intervention<sup>2</sup>**

Level of Capacity Development Need	Definition
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<sup>2</sup> UNDP, Capacity Development Resource Kit, November 2002

<b>Individual</b>	Refers to the process of changing attitudes and behaviors, most frequently through imparting knowledge and developing skills through training. However it also involves learning by doing, participation, ownership, and processes associated with increasing performance through changes in management, motivation, morale, and levels of accountability and responsibility.
<b>Organizational</b>	Focuses on overall performance and functioning capabilities, such as developing mandates, tools, guidelines and information management systems for the ability of the organization to adapt to change. It aims to develop its constituent individuals and groups, as well as its relationship to the outside
<b>Systemic</b>	Concerned with the creation of “enabling environments”, i.e. the overall policy, economic, regulatory, and accountability frameworks within which institutions and individuals operate. Relationships and processes between institutions, both formal and informal, as well as their mandates, are important

## 1.4. OTHER REMARKS

The production of this report encountered many of the capacity challenges that were identified in the thematic reports. Many of the cross cutting findings were found at the institutional, organizational and systemic levels, presented some research barriers when gathering information. In particular a lack of statistical data and indicators that could provide a foundation for analysis was often lacking. A lack of statistical data is also one of the cross cutting capacity barriers mentioned in all three thematic reports. Therefore, much of this analysis is based on qualitative observation and extrapolation rather than quantitative data.

An example of this can be illustrated when trying to find data on Grenada’s environment that when present, may not be accurate (such as a species being cited as being extinct in a government document that exists in Carriacou), or seeking data on erosion, climate change, sea level rise, precipitation rates, and more. The lack of baseline data is not limited to environmental research however. It was equally difficult to find a full compliment of socio-economic indicators.

As a result of encountering these challenges while conducting research for this analysis, most of the observations here will take into consideration a need to intervene at all levels of capacity development to achieve measurable results, and most of the cross cutting capacity barriers and opportunities are ranked as ‘high’ priority because of their cross cutting nature.

## 2.0 CROSS CUTTING ANALYSIS

### 2.1 CROSS CUTTING CAPACITY CONSTRAINTS

Socio-economic issues, environmental linkages, technology and disaster management are the focus areas for the analysis of capacity constraints in this report. Based on the UNDP/GEF Outline for the NCSA Process, this section of the report could have based on the findings of thematic assessments. However, the relevance of findings in the thematic assessments varied greatly. Some aspects of this report have the benefit of discussing cross cutting issues that were found consistently in all the thematic assessments. Where these synergies were found, they have been presented and reviewed. However, there are some instances where it was deemed to be in the interests of NCSA process to identify areas that appeared to have cross-cutting barriers that may not have been present in the findings of the assessments. When this has occurred, secondary sources of credible information have been employed to fill the information gaps where needed; such as COP reports on the conventions, the Poverty Eradication Strategy, the Land Utilization Survey, or the assessment for small-scale tourism development conducted by non-government stakeholders or formal and informal stakeholder interviews.

The focal areas being explored in this report are quite diverse, so it is not feasible to identify a list of capacity barriers that will affect each focal area the same way. As a result, finding truly cross cutting capacity issues that span all three conventions as well as the different focal areas has been challenging. These findings have been presented in this section of the report, while findings that stemmed the analysis of a specific issue that may have implications across the three conventions are discussed under each focus area section. Capacity barriers that are affecting each focal area in different ways have been highlighted to identify areas where further work and investment might assist in achieving results. In some instances, this report has drawn on a capacity barrier that has been cited in one thematic assessment, but not all. When this has been done, secondary research and/or stakeholder interviews have been used to ensure that drawing conclusions about these barriers cutting across all conventions is a reliable observation. In many cases where capacity barriers were identified in one report, but not another, it has appeared to be more the result of analytical lenses of the authors. As a result, when a good observation was made that appeared to span more than one convention, it has been used.

### **2.1.2. Individual Capacity Constraints**

- ***Prevailing belief that socio-economic and environmental issues are mutually exclusive***

During stakeholder interviews, many respondents claimed that it was important for the Action Plan to take into consideration Grenada's economic realities as an explanation for why more isn't and cannot be done to protect the environment. This is a logical and understandable position to assume. However, this pervading belief may inhibit the development of opportunities that exist for Grenada in pursuing a development path that is both environmentally sound and economically beneficial. This was seen in interviews, as well as in the thematic assessments where the protection of the environment and the



pursuit of economic priorities were identified as being seen as mutually exclusive, and in many cases the root cause for inaction.

This observation does not indicate a lack of interest or support for environmental protection. Grenada is a signatory to a number of environmental agreements, and has taken some critical first steps supporting environmental management. In March 2006, Grenada was praised by Ahmed Djoghlaif, Executive Secretary to the UNCBD after Grenada announced it would be pledging a nine-fold increase in the total area of protection for the marine environment accounting for a total of an estimated 25% of Grenada's near shore environment under marine park protection.<sup>3</sup> This is a commendable step, however challenging protecting those areas may be in the long-term unless the capacity barriers the NCSA process identified are addressed effectively.

There is a root consciousness barrier that inhibits the development and pursuit of creative ideas. This is embedded in a lack of awareness about the many benefits and opportunities that are possible when environment and development are combined, as well as a lack of performance culture that inhibits risk taking, and high-performance culture in the public sector and civil society.

The barrier was often visible during the researching of this report. During stakeholder interviews and informal discussions with community members, *many people were very quick to dismiss sustainable alternatives assuming that if they were sustainable they could not be economically sound*. Sometimes sustainable alternatives can make money, benefit society, and protect the environment and present opportunities to match funds, foster public private partnerships, obtain international financial assistance and be sustained with revenues stemming from the proposed activity or plan. All that is needed to find those opportunities is an expanded horizon of information, discarding the belief that environmental protection and economic benefit are mutually exclusive and some incentive to 'think outside the box'.

Similarly during a National Strategic Planning Session with government stakeholders, a 'visioning' process was facilitated with the attendees. There were some fruitful discussions about whether Grenada was a Christian society or not, or what Grenada could/should do about the 'generation gap' (young/old alienation from each other) but there was a critical lack of 'vision' about what Grenada would or could be like 15 years from now. During a facilitated session where respondents were asked to imagine Grenada in 2020, the descriptions that were offered by the attendees were virtually unchanged from Grenada as it is today. There was no evidence of the participants considering issues like climate change, Avian influenza, immigration/globalization, the introduction of wireless technology to Grenada and other important factors that are likely to be the catalyst of significant changes by 2020.

What is worthy to note is that it does not appear as though this capacity barrier would be difficult to overcome. During stakeholder interviews and workshops, when this issue and alternatives were discussed and illustrated that opportunities exist to protect the

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<sup>3</sup> *The Grenadian Voice*, Vol. 26, No. 13, p. 35

environment and promote economic well being *at the same time*, most people were being exposed to this possibility for the first time. As soon as respondents realized that win-win scenarios for environmental protection and socio-economic benefit exist, their response was a desire to learn more. The thematic assessments captured the similar attitudes.<sup>4</sup>

Also, where the ‘visioning’ limits were observed, improved facilitation techniques combined with some capacity development workshops that train participants how to engage in effective strategic planning processes could release potential within people that may be hidden from view at this time.

- ***Lack of exposure to technological and economic alternatives***

A lack of exposure to alternatives is a bit different than a lack of awareness about issues. This is primarily because raising awareness about issues tends to be a path that is focused on fostering reactive behaviour. Increasing exposure to alternatives promotes proactive behaviour. In many cases, when an alternative is truly sustainable [characterized by social, environmental and economic benefit] individual ‘buy-in’ can often be achieved even with a low awareness level of the details within the problem because the solution makes sense. This does not mean that raising awareness is not critically important, however because of the environmental pressures Grenada faces; the country does not have the luxury of spending five years raising awareness, and then another five trying to do something about it. Awareness raising and action need to be concurrent process. The heightened level of awareness in other parts of the world have resulted in a plethora of alternatives, and bodies of thought that Grenada could capitalize on and adapt to Grenada’s own circumstances and interests.

- ***Lack of individual expertise in specific disciplines or where skills exists, a lack of funding capacity that limits potential***

This cross cutting capacity barrier is affecting all three conventions because all three conventions have a requirement for being supported by sound data collection, analysis, adaptation and mitigation programming. Obviously the technical skills required for data gathering and analysis for monitoring species and monitoring the weather will be different, but without a cadre of people able to collect the relevant data, combined with a cadre of people able to analyse and present that data in a statistical format that can be used by decision makers, bureaucrats and the public alike; this barrier will continue to inhibit convention compliance. In particular, there is a need to establish local statisticians, and then knowledge base experts to guide the statisticians.

A lack of financial resources supporting agencies that do possess the skills needed is another cross cutting issue that needs to be addressed. A good example of this can be

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<sup>4</sup> *Thematic Assessment on Biodiversity*, Grenada; Finlay, August 2005, Table 5/National Capacity Self Assessment for Land Degradation in Grenada, JECO Caribbean, June 2005 p. 33/NCSA Climate Change Report, Charles, September 2005, p.35

seen with the National Disaster Management Agency, where there are a number of highly skilled persons are leading the Caribbean Hazard Mitigation Project<sup>5</sup> (CHAMP) and other activities in the NaDMA portfolio. Given the mandate and responsibility of this agency and the capacity to deliver on the goals that have been set, NaDMA's performance is exemplary. However, virtually the entire National Disaster Management Strategy is based on voluntary labour and voluntary commitment; which presents a substantial capacity barrier in itself. For example, even grizzly tasks like responding to mass casualties is based on voluntary supports for an assumed period of three days<sup>6</sup>.

Where other departments are concerned, interviews conducted with the Grenada's functional review team also revealed that many people with skills are placed in positions that do not use those skills adequately. Another example is the climate change focal point, which has a suitable professional dossier, but a disorganized and poorly funded programme presents a significant barrier to releasing the potential of skills when they are available.

Further observations found in the thematic assessments reveal that there is a general lack of 'field experts' in a number of key areas that are needed for MEA fulfillment. This issue has been captured quite well in the Climate Change thematic assessment:

*"The most significant capacity deficiencies identified at the individual level is an almost total dearth of expertise working at the technical level in the thematic disciplines required for effective [climate change] programming. i.e., Adaptation programming, technology transfer, and mitigation programming. Grenada needs to develop a cadre of technical personnel skilled in the specifics of programming in each of these areas as they relate to each specific sector of the economy".<sup>7</sup>*

### **2.1.3. Organizational Capacity Constraints**

- ***Limited availability of technology in the public service to meet the demand for the volume of work Convention fulfillment requires***

Presently, about 50% of the public service is equipped with a computer, desk and filing cabinet. The Government of Grenada does not have an intranet, or offices with networked computer systems which would facilitate inter-agency coordination, communication and the huge volume of work associated with United Nations Convention compliance and processes. Any individual representing an organization, Government Department, or country knows the intense volume of paper pushing, communications and administrative work goes into and comes out of United Nations processes. No focal point, no matter how skilled, motivated or well intended is going to be able to keep up with the volume of work without adequate office infrastructure to do so. Having other government

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<sup>5</sup> The Caribbean Hazard Mitigation Project is sponsored by CDERA, the OAS and CIDA. Skilled professionals and consultants have been hired to build NaDMA's capacity to set up this project. However, the actual disaster management plan is largely dependant on volunteer resources.

<sup>6</sup> NaDMA Village Committee Set Up Meeting: Mount Pleasant, Carriacou, Grenada, November 2005.

<sup>7</sup> Climate Change Thematic Assessment, Grenada, Charles, September 2005, p. 38

departments equally equipped and (and trained) would substantially lift the bar of capacity in this area.

DFID and the World Bank for example, are investing in public sector reform programmes in Grenada which indicates that if capacity needs such as there are articulated effectively, and proposals are written, there is the potential to address this barrier. There are plans to commercialize public sector agencies and introduce more elaborate bureaucratic mechanisms. Yet, there appears to be a complete absence of investment by the donor community in supporting Grenada in literally building the physical capacity to do the job of good governance. When investigating why this was the case, stakeholder interviews revealed that Grenada's public service has a habit of accepting offers of help given, rather than making specific requests and expressing clearly where needs are and putting together plans to address them. Therefore, money is being invested with good intent, but the donor community is investing this money without doing an adequate needs assessment and is (according to a number of public sector employees) missing the mark. Applying some of the expertise that exists in the NGO community, which is more accustomed to soliciting assistance for specific purposes would be tremendously beneficial for addressing this constraint.

- ***Zero growth public sector policies and pay grading inhibit attracting appropriate skilled personnel that can use technology needed to fulfill commitments***

There is a profound need to attract skilled personnel capable of performance in the specialties required for effective environmental management. However, zero growth public sector policies make recruitment somewhat limited, and there is a substantial need to improve the working culture within the public sector before highly skilled and talented persons would find public service attractive:

The following remarks are answers to the following question: ***“Knowledge and skills have been cited as a capacity barrier. What is the reason for this in your opinion?”***

- ① *Pay and grading is a factor*
- ② *‘Brain drain’ occurs, we need to examine why it occurs*
- ③ *There are several people who are not placed in areas where they have the skills*
- ④ *Respondents believe there is sufficient human resource capacity to generate high performance if other issues were addressed*
- ⑤ *Training and relevant professional development is needed to support performance*
- ⑥ *Computer literacy and access – there isn’t enough access to knowledge resources*
- ⑦ *More people are coming with 1<sup>st</sup> level degrees*
- ⑧ *Need for succession planning*

Although these points are very much focused on human resource capacity, there is no question that it is virtually impossible to expect the public service to meet Convention requirements effectively when there are capacity issues like these to overcome.

- ***Lack of capacity for proposal development and fundraising***

The National Climate Change Committee is comprised of key stakeholders from various departments that have been identified as having the potential to be directly impacted by climate change. The committee has been equipped with the technology to perform office duties and presentations (computer, printer, LCD projector), but funding for stakeholder relations, web maintenance, travel and other expenses are not sufficient. The members of this committee are also serving this responsibility in addition to their normal performance requirements in the positions they hold. Some of the stakeholders involved in the Committee have no background or training in climate change and do not really understand the issues or responsibilities the Committee is mandated to address. Funding is needed to establish and maintain committees, public education programmes, administration, monitoring, communications and other administrative and management functions that support MEA fulfillment.

A sound recommendation could be made to create a high performance team that would function as a “Grenadian Secretariat” that specializes in performing the functions of focal points, attending UN Negotiations, generating COP reports, and doing project development and proposal writing. The secretariat could report to the Office of the Prime Minister and act as a consistent and skilled arm of the government of Grenada in the multilateral area, while also providing valuable and consistent capacity for Ministers and Government Departments affected by U.N. and multilateral activities.

#### **2.1.4. Systemic Constraints**

- ***Substantial capacity limitations and economic hardship resulting from two hurricanes in twelve months***

A number of capacity barriers were identified by the thematic assessments that point to long term endemic issues within the public sector and Grenada as a whole, many of which were valuable observations but not truly cross cutting issues. However, there is an unquestionable cross cutting impact from the total devastation Grenada endured in the wake of hurricane Ivan, and then the second financial and infrastructure challenge resulting from hurricane Emily.

For all the challenges that Grenada may face on an individual and organizational level, the single most influential systemic constraint at this time is the recovering from the hurricanes, and preparing for the possibility of future ones. After hurricane Ivan, 90% of the country’s buildings were damaged or destroyed, schools were closed and for many weeks, meeting basic needs for the population was a challenge in itself. Since then, a substantial amount of the government’s capacity has been directed towards the recovery

process. A staggering 61% of the housing stock has been repaired and 85% of the hotels are open for business again a mere 2 years after hurricane Ivan.<sup>8</sup>

While it may be very reasonable to argue that environmental recovery and protection will help to negate the damages of future storms [see Section 2.1.3: Disaster Management] , there is a psychological reality that must be realized at this time – an entire country and population are recovering from a major traumatic event (with virtually no counseling support services), and forward moving, proactive thinking that embraces new approaches, alternatives and synergies may be a difficult task to achieve without substantial external supports combined with internal motivation and leadership to provide energy, momentum and drive.

Another factor that compounds the impact of trauma on an entire nation is the need to foster the development of effective stress management and conflict resolution skills. Although these issues may appear to be dissociated from capacity barriers that would impact MEA fulfillment, any system or organization is only as healthy as the people within it; and when a country is suffering from mass trauma these issues will play a large factor in the overall performance of all tasks.

- ***There is a great need to increase to develop a stronger mental health infrastructure and capacity in Grenada.***

This recommendation may appear to be far outside the scope and mandate of a cross cutting analysis for the fulfillment of Environmental Agreements. However, if we were to examine the issues of capacity barriers and opportunities from an ecological perspective, the mental health environment is a critical factor in performance, regardless of the specific issue being examined.

Grenadian experienced many different types of trauma with Hurricane Ivan and Emily. People endured some horrific experiences during the storm itself, with many people willing to share their stories describing an event where for hours, their state of consciousness was focused on the expectation of immediate harm or death. In the wake of Ivan, the short term hardship of an entirely changed landscape, difficulties meeting basic needs and the breakdown of the social infrastructure compounded the traumatic experience. Then, in the longer term, Grenadians have endured economic hardships that have put stress on their personal lives at home and in the workplace.

There are programmes in place that are being led by the Agency for Reconstruction and Development which are promoting positive psychology, but these programmes are not sufficient to address the complexity of issues and the long-term counseling needs many people will require, in addition to the emergency of self-medicating behaviours such as alcoholism, drug use and other socially volatile activities.

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<sup>8</sup> Prime Minister Mitchell, 2006 Budget Speech

## 3.0 SOCIO-ECONOMIC ISSUES

### 3.1. OVERVIEW

Grenada is a relatively small tri-island state, with an area of approximately 340 square miles. Within this area, reside approximately 86,000 (2005 est.) people<sup>9</sup>. Historically, Grenada has sought to sustain positive growth and to overcome the developmental challenges of an import dependant economy with an export market comprising of less than 50 percent of the Gross Domestic Product (GDP). The structure of Grenada's economy (inherited from the colonial era) left Grenada's economy structured primarily to meet interests overseas, rather than domestic priorities. Shifting away from this structure takes time, but Grenada is well along the path to diversifying the economy and moving towards a new socioeconomic era in development.

#### ***ii) Opportunity: Encourage incentive- based measures to fulfill commitments and diversify the economic base***

Commitments made with the Millennium Development Goals (MDG), and subsequent economic strategy plans illustrate the Grenada has already this economic vulnerability; and is seeking to overcome the challenges this economic structure creates by diversifying its economic base. Fortunately steps have already been taken which have begun the transition away from the import dependant and resource based economy to a more diversified economic base. This transition will benefit Grenada's capacity to pursue a path of sound, environmentally sustainable development should the relationship between the economy and society be linked in a manner that inspires compliance, rather than forces it. Culturally speaking, fostering compliance and fulfillment of commitments through inspiration would be far more productive and results based than pursuing a path of 'enforcement', although architecture of aligned and cohesive policies to support inspired development would greatly aide the country in its efforts.

Grenada's medium term economic strategy plan (MTESP 2003-2005) has called for a more diversified economic base and a focus on areas that align and promote the synergies between human resource development, environmental management, increasing technology capacity, disaster management and more<sup>10</sup>. This plan was greatly interrupted by the passage of hurricane Ivan, which is reviewed in more detail in section 2.1.3 of this report. However, the steps that were taken to diversify the economy between the 1990's and 2001 resulted in a substantial increase in the service sector which accounted for 70% of Grenada's GDP in 2001.<sup>11</sup>

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<sup>9</sup> Depending on the source, this figure can range from 86,000 to 105,000 people living in Grenada.

<sup>10</sup> Grenada Poverty Eradication Strategy Paper, 2005

<sup>11</sup> Poverty Eradication Strategy Paper, Grenada, 2005, p. 3

***ii) Opportunity: Populations with the greatest economic vulnerability also serve to achieve the greatest benefit from Grenada meeting its MEA targets. This is a synergistic opportunity to address two issues with aligned and combined approaches.***

From a demographic perspective, the populations with the greatest economic vulnerability also serve to achieve the greatest benefit from Grenada meeting its MEA targets. According to Grenada's PRSP, women, rural populations and youth have been reported to be the highest percentile of persons unemployed in Grenada. Similarly, these are the same populations which are most affected by environmental pressures also. For example, the livelihoods of rural populations are more linked to the quality of the environment than urban populations. In Carriacou (considered a rural population) for example, the water infrastructure is primarily based on cistern wells. Even slight changes in precipitation rates can cause severe water shortages which not only place a great deal of pressure on the people living there, but also the economy as a whole. Throughout Grenada's history, Carriacou has been reported to have had multiple cycles of severe drought that have at times killed livestock and left the local economy barren<sup>12</sup>. Carriacou's environment is also suffering from the effects of overgrazing and erosion. Other sectors of the economy, such as fishing and tourism are also under pressure from hurricane damaged reefs, to depleted fish stocks threatening the fish population and the livelihoods that depend on them. Programmes dedicated to adapting to climate change for example, would greatly assist the socioeconomic interests of Carriacou, not to mention help to protect the land base and the species that are supported on that island.

There is also a great need to recognize the natural assets of rural populations for future economic development – pristine lands have the potential to attract a lot of ecotourism and SME development, but at present many of the most beautiful corners of Grenada are being sold to foreign interests for commercial development that has little trickle down benefits for the local economy.

### **3.2. SOCIO-ECONOMIC PRIORITY COMMITMENTS**

The table below highlights the priority commitments in the Conventions that are either specific commitments for socio-economic development, or are by their nature, strongly associated with socio-economic development. Fortunately these commitments have a large degree of potential for synergistic alignment with Grenada's PRSP, the MTESP, and the Millennium Development Goals. Grenada has begun to recognize these synergies as can be seen in multiple policies and plans; however translating this into practice requires further effort. To see how these synergies can be applied, see Section 3.1.1 of this report.

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<sup>12</sup> Grenada, *A History Of Its People*; Beverly A. Steele, MacMillan/Caribbean Press, 2003, p. 181



**Table 2: Priority Commitments Relating to Socio-Economic Issues**

UNCCC	UNCBD	UNCCD
<ul style="list-style-type: none"> <li>• Transfer of technologies: (Energy, transport, industry, agriculture, forestry and waste)</li> <li>• Adaptation to the impacts of climate change</li> <li>• Minimizing the adverse effects on the economy, public health, quality of the environment.</li> </ul>	<ul style="list-style-type: none"> <li>• Integrate, as far as possible and as appropriate, the conservation and sustainable use of biological diversity into relevant sectoral or cross-sectoral plans, programmes and policies</li> <li>• Establish a system of protected areas or areas where special measures need to be taken to conserve biological diversity</li> </ul>	<ul style="list-style-type: none"> <li>• Adopt socio-economically sound incentive measures to foster conservation and sustainable land use</li> <li>• Adopt an integrated approach addressing the physical, biological and socio-economic aspects of the processes of desertification and drought;</li> <li>• Give due attention, within the relevant international and regional bodies, to the situation of affected developing country Parties with regard to international trade, marketing arrangements and debt with a view to establishing an enabling international economic environment conducive to the promotion of sustainable development;</li> <li>• Integrate strategies for poverty eradication into efforts to combat desertification and mitigate the effects of drought;</li> </ul>

Table 2 highlights some of the fulfillment obligations of the MEA's that are directly related to socio-economic development or have a strong relationship to it.

iii) Opportunity: *Promote the use of alternatives*

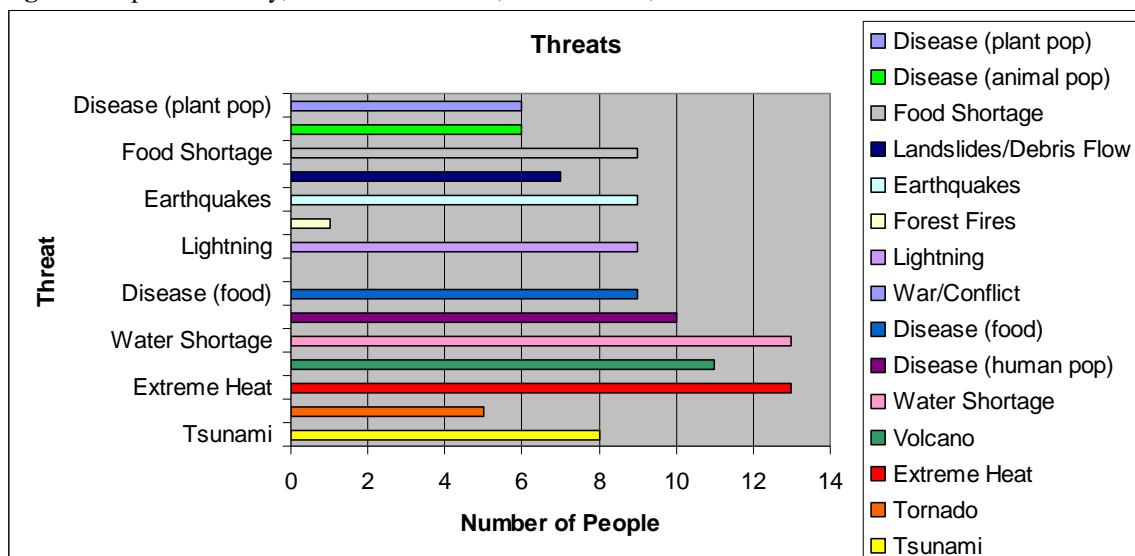
A common theme among these commitments is the need to promote the use of *alternatives*. To do this, however, a core capacity must exist to effectively understand and appreciate the existing structures, as well as being equally aware of alternate possibilities that could be employed to achieve the same aim. Some individual capacity barriers the

Thematic assessments identified that will inhibit the fulfillment of these commitments are:

- Mitigation planning
- Adaptation planning
- Knowledge base

A real challenge lies in trying to develop adaptive and mitigating measures, when a significant capacity barrier in awareness prevents Grenadians from appreciating what they are being asked to adapt to, and what steps might be required to put those mitigating measures in place. A survey conducted by Ethical Ideas in June of 2005, illustrates the responses from citizens who were asked to identify potential hazards facing their communities in the future. The results show that people ranked water shortage, extreme heat and volcano's as the most likely threats to their well being in the future. It is worthy to note that this survey was interrupted by Hurricane Emily, which has skewed some of the results.

**Figure 1:** Opinion Survey, Threat Assessment, Ethical Ideas, 2005



There is a need to raise awareness to build the capacity for people to appreciate what there is a need to adapt to (such as changes in weather patterns and sea level rise) which will have a profound impact on a small tri-island state like Grenada. However, developing heightened awareness is only part of a larger whole. The priority commitment in the UN Convention for Combating Desertification makes the case for area of effort required to go along with awareness development:

*To adopt socio-economically sound incentive measures [to foster conservation and sustainable land use]<sup>13</sup>.*

***iv)Opportunity:*** *Grenada possesses a rich landscape of opportunity for the development of effective incentive measures that will foster sustainable development that can be leveraged when environment and development are pursued as a mutually beneficial opportunity.*

The capacity constraint that must be overcome to maximize this strength is to effectively transition a culture of enforcement to a culture of opportunity; and to inspire the development of sustainable livelihoods which by their nature foster the objectives of the conventions.

Adopting socio-economically sound incentive measures is a cross cutting issue that can be applied in different ways to meet the objectives of the three Conventions. Socio-economically sound incentive measures can:

- Increase the capacity for adaptation and mitigation capacity
- Foster motivation to increase the knowledge base and awareness of environmental issues and environmental management
- Inspire the development of creative multi-sectoral solutions
- Promote the development of alternative technologies that can mitigate environmental impacts, or generate a country infrastructure capable of adapting to environmental change

Three economic sectors have been used to illustrate how viewing socio-economic interests and environmental linkages can actually provide some very sustainable development options for Grenada that will yield immediate social, economic and environmental benefits. These alternatives also provide opportunities to maximize synergies among the conventions, the PRSP, the MDG's and more.

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<sup>13</sup> UN Convention to Combat Desertification

**Table 3: Adaptation/Mitigation - Alternatives Matrix**

Sector	MEA Linkages	% of Economic Production	Vulnerability Assessment	Alternatives
Fisheries	Climate Change Biodiversity Convention	N/A	-depleted stocks -unstable age demographics in fish stocks (potential collapse) -trans-boundary fishing issues (foreign trawlers) -Hurricane vulnerability -Sea Temp. Change -Changes in biological composition of ocean life	-sustainable aquaculture (Oysters, conch, turtles) -volunteer tourism (training, capacity development, monitoring, research) -recreational diving (SME development) -ecotourism/marine parks
Agriculture	Climate Change Biodiversity Convention Land Degradation	24%	-Storm damages -Disease (Chicken flu) -Salinization/water shortages -Deforestation (storm, human settlements) -Climate Change -Species Diversity	-Dry season agriculture -Permaculture - (fair trade/organics market – stable prices) -Iguana farming replacing chickens (bird flu resilience)
Tourism	Climate Change Biodiversity Land Degradation	N/A	-Storm damages -Disease (biocontainment) -Mass tourism is an unstable market and notoriously environmentally unsustainable	-disaster/volunteer tourism -ecotourism uses existing infrastructure, low financial investments needed fosters compliance with MEA's
Service Sector	Climate Change Biodiversity Land Degradation	N/A	-All thematic assessments identified a need for skilled technicians	-Investment and promotion of an information-based economy and society -Attract business development and foreign investment in high-tech sector

The economic alternatives that have been listed in the table above are only a few examples of the incentive measures Grenada could explore to promote the fulfillment of the MEA socio-economic commitments, while at the same time meeting the country's economic objectives. A column was created to indicate the percent of the economic base each area contributed to Grenada's economy, but only the agricultural sector was found.

Some of the economic alternatives used in the table are explained below to aide in illustrating the opportunities that exist in more detail:

- ***Volunteer Tourism*** is a growing travel sub-sector that provides travel opportunities for people wishing to spend their time doing something meaningful, often staying for longer periods of time. Good examples of this type of tourism can be seen with the Canadian examples of the Milton District Secondary School<sup>14</sup> and Youth Challenge International<sup>15</sup>. The Agency for Reconstruction and Development has someone working on promoting this kind of tourism with a limited capacity (due to other assignments).
- ***Ecotourism*** would use Grenada's existing infrastructure, provide SME development opportunities, promote the protection of natural assets, and have a more positive cultural impact. Ecotourism also boasts high growth rates and a more stable market than mass tourism. The market is also characterized by tourists who prefer to travel to countries "as is" rather than a modernized version of the places they came from. They are also known to prefer to spend money with locally own businesses, and some ecotourism travel agencies promote their travel packages by including the use of public transport over tour buses. For a good example of this kind of tourism, see GAP Adventures: <http://www.gapadventures.com>
- ***Sustainable Aquaculture*** involves 'farming' fish products that have minimal negative impacts on the environment, rather than focusing entirely on increasing yields of fish stocks that are depleted. Sea turtles, conch, and oysters are some potential options for sustainable aquaculture development.
- ***Dry Season Agriculture*** would minimize the risk of storm damaged crops
- ***Permaculture*** is an agricultural practice that uses mixed cropping to reduce pests, conserve soil and water and increase genetic diversity.
- ***Iguana farming*** is a low intensity practice that has the potential to supply a chicken-like tasting meat, and eggs while having a very low impact on the environment and being away from the threat of the chicken flu. Iguanas are also a more efficient protein to consume, requiring less energy input (raw material per pound of consumable meat) than is required for beef.
- ***Information based economies*** Increases technological capacity, maximizes youth development and makes use of emerging technology and provides a more attractive investment climate for Grenada. Also increases the value of real estate.
- ***High-Tech Sector Development*** would require capacity some substantial human resource development in Grenada. However wireless technology is already on Grenada's doorstep and brings an incredible opportunity for many kinds of SME development.

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<sup>14</sup> Milton District Secondary School students raised money in Canada and traveled to Grenada in February 2005 to assist in the post-Ivan reconstruction efforts.

<sup>15</sup> Youth Challenge International brings groups averaging 8 persons for 5 weeks to participate in disaster preparedness and social recovery efforts. This travel also requires fundraising in Canada.

### **Opportunity:**

What may be required to translate these and other sustainable opportunities into action are some grassroots programmes that can be leveraged to:

- v) *Generate concrete examples of the linkages between society, the economy and the environment by generating ‘case studies’*
- vi) *Demonstrate the landscape of opportunity sustainable livelihoods can provide.*

Through the development of examples in each of the sectors identified below, citizens and decision makers will be able to observe the benefits that can arise from linking MEA priorities with socio-economic interests. By illustrating the socio-economic and environmental linkages at mutually supportive, (rather than mutually exclusive) a great deal could be done to foster MEA compliance while at the *same time* offering significant social and economic benefit to Grenada.

### **3.3. DETAIL CASE EXAMPLE: ECOTOURISM**

Creating incentive measures is critical for performance and results when considering the goals that have been outlined in Grenada’s economic strategies, as well as the conventions. Incentive based development also has cultural application in Grenada as the country’s history has left the population rather reticent about being ‘force fed’ anything – regardless of the goodness of intention behind it. However, the present economic plans and incentives being pursued by the Government of Grenada are quite disconnected with environmental sustainability and the priority commitments of the conventions, so creativity must be applied, or tourism development in Grenada could have some very detrimental long term impacts.

*“Government expects the hotel sector to be fully operational by the end of 2006 in time for the 2007 Cricket World Cup”<sup>16</sup>.*

Grenada is not a very well known holiday destination in comparison to other Caribbean islands, and hosting the World Cup provides a good opportunity to increase Grenada’s visibility on the world tourism market. Grenada’s current tourism development investments are very biased in favour of attracting a mass tourism market. This is quite understandable given some of the neighbouring success stories in the Windward Islands and Caribbean. However, the development of the mass tourism market is being pursued with little consideration for environmental protection, environmental impacts and more importantly the protection of environmental assets. Worldwide, mass tourism has had an adverse environmental impact – detergents from laundry, energy demands, water demands and land use transformation are but a few of the side effects of mass tourism.

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<sup>16</sup> Prime Minister Mitchell, 2006 Throne Speech

Bali, Indonesia provides a good example of what can happen to an island when Mass tourism descends upon it. While providing an economic engine, mass tourism has also generated some large social and environmental impacts. For example, the rice paddies in the mountains are suffering from a shortage of fresh water, because the large resorts and golf courses water demands are so high. This, combined with the effects of having western cultural behaviours super-imposed on a culture that is quite different has had social impacts, as well as security impacts (terrorist target).

However, an equally attractive economic incentive lies in the development of the ecotourism market, which could maximize Grenada's existing infrastructure and natural assets, while also fostering environmental protection, SME development and attractive growth rates. Rare and the Nature Conservancy recently completed their report titled, *Grenada Ecotourism and Enterprise Development Assessment*. In this report, the results of stakeholder interviews and workshops highlighted a strong desire among citizens for more ecotourism development, and less interest in the mass tourism market, even though the mass tourism market is more attractive to foreign investors.<sup>17</sup>

The report also cited that interviewees also felt threatened by the all-inclusive hotel<sup>18</sup> as these types of developments may bring the government revenues, but they do little to bring money into the local economies or to foster the development of enterprise development in Grenada. In some cases, this kind of development not only departs from the interests of sustainable enterprise development, it also contradicts the priority commitments in the Conventions Grenada has signed.

An example of this is the world-class golf course, hotel/resort complex currently under construction in Levera. This type of development antithetical to small scale enterprise development, as the type of tourist market this kind of development appeals to, tends to keep revenues within the hotel complex, leaving little to trickle into the local economy. It is also being constructed adjacent to one of the most important leatherback sea turtle nesting sites in the Caribbean. After 65 million years living on this earth, the leatherback turtle is a critically endangered CITES listed species that is facing a rapid population decline from 115,000 in 1980 to a mere 25,000 worldwide in 2005<sup>19</sup>. Their decline has been reported to be the result of long line fishing, pollution as well as developments such as the Levera resort complex, which impact the nesting sites.

In Costa Rica, tourism is the country's top foreign earnings generator, and the country is known worldwide for its ecotourism infrastructure. A recent study has calculated that 40% of tourist revenues accrue to local goods and service providers, which is significantly higher than conventional tourism.<sup>20</sup> Grenada has a tremendous capacity to

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<sup>17</sup> *Grenada Eco Tourism and Enterprise Development Assessment Grenada Eco Tourism and Enterprise Development Assessment*, RARE, The Nature Conservancy, 2005

<sup>18</sup> Ibid, p. 18

<sup>19</sup> The leatherback trust, [www.leatherback.org](http://www.leatherback.org)

<sup>20</sup> International Institute for Sustainable Development, Dr, Chris Inman, INCAE Costa Rica, <http://www.iisd.org/susprod/ecotourism.htm>

capitalize on tourism investments that bring revenues to local service providers, while also protecting the natural integrity of the island, as indicated in a stakeholder survey which revealed that:

***Tourists in Grenada ranked “wildlife” as the third most important reason to visit Grenada, after “landscape” and “beaches”.<sup>21</sup>***

With stakeholder surveys like this in mind, it would appear as though the market potential for tourism development definitely aligns with ecotourism and small enterprise development, and citizen support for this is equally strong. These findings do not negate the value and efforts made to improve Grenada’s infrastructure around St. Georges, however many socio-economic issues could be addressed by fostering ecotourism development. Encouraging and promoting this kind of market would help to vitalize SME development in rural sectors, provide employment opportunities for women and youth, as well as to generate economic incentives that would encourage conservation and sustainable land use.

The growth potential for ecotourism over mass tourism is considerable. The International Ecotourism Society reports that the worldwide tourism growth rate is approximately 4.1%, while eco tourism boasts a growth rate between 10% and 30%<sup>22</sup>, and the World Trade Organization reports that nature related tourism accounts for 20% of the global tourism market.<sup>23</sup> In Costa Rica, the eco tourism growth rate is reportedly between 20% and 30%.

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<sup>21</sup> RARE, TNC, *Grenada Ecotourism and Enterprise Assessment* p. 34

<sup>22</sup> The Asia Pacific Region has experienced a nature related tourism growth rate 10-25%

<sup>23</sup> WTO 1998



## **4.0. TECHNOLOGY**

### **4.1. OVERVIEW**

Technology capacity is a critical area for MEA obligation fulfillment. Grenada is on the cusp of high-tech and low-tech realities at this time. This can be seen in many ways:

- The use of SUV's and vehicles is juxtaposed with the use of donkeys as transportation
- Older generations raised without the use of electricity are still learning to use higher-tech services such as cell phones, while younger generations are more comfortable and familiar with wireless technologies and the internet
- The use of solar panels and water heaters co-exists with rudimentary water delivery mechanisms like basic cistern well systems.
- It is estimated that about 50% of the government employees have their own desk and computer, and among them, very few government offices operate with an intranet<sup>24</sup>.
- Wireless internet technology is moving into Grenada and will rapidly change the information management and technology landscape of the country.
- Grenada's population is increasingly including the 'global citizens' (people holding citizenship in more than one country) while there are still a large number of persons who have never left Grenada.

These extremes create a 'reality-gap' that is an important factor when considering technology related issues in Grenada. This gap can be overcome with training and exposure however. For example, the thematic assessment on Climate Change highlighted some good examples where technology had been transferred to build capacity for collecting and monitoring baseline data. However, when the instruments were developed and shared with Grenada, a lack of training left the technology un-used<sup>25</sup>.

### **4.2. TECHNOLOGY CAPACITY**

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<sup>24</sup> Stakeholder Interview, Functional Review Team, January 2006

<sup>25</sup> Climate Change Thematic Assessment, Leon Charles, 2005

Technological capacity is cross cutting need and requirement for the fulfillment of the Conventions. However it is important to note here that *acquiring* foreign technology is *not* a convention obligation. However, the *use* of technology can significantly impact Grenada's ability to meet convention commitments. Appreciating this distinction is very important, to avoid having Grenada, like many other developing nations, used as a 'testing ground' for experimental and emerging technologies when the long-term are not yet known. It is also worthy to note that at the World Summit on Sustainable Development (WSSD), the Group of 77, representing 'the developing world' fought long and hard to remove clauses that were pushing biotechnology on developing nations for this reason and more.<sup>26</sup> The WSSD demonstrated that when developing countries had delegates that were well informed, biotechnology was something that was not wanted.

For the UNCCC and the UNCCD, the use of technology for measurement is very important. This convention requires a lot of data collection and analysis which Grenada currently does not have the capacity for. There is a baseline of knowledge that is necessary to generate informed leadership, effective laws, and workable policies.

The UNCBD for example, contains multiple clauses about biotechnology transfer; yet if a country should decide that they do not wish to use genetically modified organisms, now would be the time to assert this, because once genetically modified material is introduced to a natural environment it can be more persistent than nuclear radiation. There are also added complications about allowing or prohibiting materials (such as genetic material) from countries/markets that comes with membership with the World Trade Organization. Given that biotechnology is such a new field of science, the developing world should be cautious about being used as a 'testing ground' for experimental technology that can go very wrong when it goes wrong.

*"The FNC recommended a number of specific policies and measures for implementation, many of which require the acquisition and/or development of new technologies. However this has not been followed up with an assessment of technology needs."*<sup>27</sup>

Without an assessment of technology needs, it is difficult to determine the specific areas where technology capacity needs to be developed to fulfill the Convention commitments. With the information and data that is available, the following capacity needs have been identified:

- ***On an individual level, there is a need for increased familiarity with computer and software use, a greater degree of exposure to, and the capacity to use emerging technologies. There is also a need to address the cost barriers in relation to access to technology that could build these skills as the cost of a***

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<sup>26</sup> Other reasons included; health concerns, private ownership of food security, foreign dependence on food production, marginalizing subsistence farmers by dominating the seed market with seeds that cannot reproduce, environmental pollution, and the higher costs associated with biotechnology based production (most require seeds and matching fertilizers – such as 'Roundup' soy products).

<sup>27</sup> Ibid, p. 29

*basic computer system is higher than the annual salary of 32% of the population<sup>28</sup>.*

- *On an organizational level there is a need for the development of capacity for research, observation and data analysis and the establishment of data bases.*
- *On a systemic level there is a need to align the synergies in technology capacity needs among the conventions and other programs to streamline training programmes, and requests for assistance using the clean development mechanisms embedded in the conventions.*

#### **Opportunity:**

Factors such as the ones cited above, along with other obvious needs for training when introducing new technologies, provide a number of opportunities for Grenada. Three solid recommendations can be made:

- vii) *Invest in a comprehensive technology needs assessment and prepare a plan to address those needs.*
- viii) *Explore and pursue the funding and training mechanisms available to Grenada through the Conventions to fulfill those needs.*
- ix) *Explore public/private partnerships to encourage commercial business training academy's to invest in Grenada and provide skills in the use of computers, internet, and various data management software applications.*

By doing so, Grenada will have a greater capacity to fulfill the commitments that have been highlighted in the table below.

**Table 4: Convention Technology Requirements**

<b>UNCCC</b>	<b>UNCBD</b>	<b>UNCCD</b>
-National Inventories of anthropogenic sources of emissions -Transfer of Technologies (Energy, transport, industry, agriculture, forestry, waste). -Exchange of scientific, technological, technical, socio-economic and legal information	-Monitor, through sampling and other techniques, the components of biological diversity identified pursuant to subparagraph (a) above, paying particular attention to those requiring urgent conservation measures and those which offer the greatest potential for sustainable use; -Establish or maintain means to regulate, manage or control the risks associated with the use and release of living modified organisms resulting from biotechnology which are likely to have adverse environmental impacts that could affect the conservation and sustainable use	-Caribbean States have agreed to pay particular attention to article 10 of the UNCCD, which highlights National Action Plans with a long list of priority requirements including early warning systems, mitigation, adaptation and conservation programming. -Article 10 calls for the provision of sustainable irrigation systems for food security and agricultural production [See Section 5.0] -Establishment of alternative livelihood projects

<sup>28</sup> Grenada Poverty Reduction Strategy Paper, 2005, p. 13

	of biological diversity, taking also into account the risks to human health	
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## 6.0 DISASTER MANAGEMENT

### 6.1 OVERVIEW

The term ‘Disaster Management’ refers to a process that involves communities, individuals, government stakeholders and emergency response services that encompasses all stages of a disaster: The events and actions leading up to a disaster (where applicable), the events and actions during a disaster, and the events and actions following a disaster. A small island state like Grenada is very susceptible to disaster risk and environmental hazards: They tend to be dependant on imports, tourism, and their small size also creates limitations for resources and infrastructure.<sup>29</sup> Since hurricane Ivan, disaster management has become synonymous with hurricanes, but there are many risks beyond hurricanes that pose serious threats to the island. They include:

- Volcanic Activity
- Earthquakes
- Landslides and flooding
- Fire
- Disease (human/agriculture)
- Drought
- Hurricanes/Severe weather
- Conflict

There are a number of existing initiatives to build the Grenada’s disaster management capacity. They include:

#### **a) Grenada Emergency Recovery and Disaster Management Project: SIDS-Caribbean**

*This project was designed to increase Grenada’s capacity to provide timely early-warning to the National Disaster authorities by establishing two automatic weather stations. By strengthening the data gathering capacity to monitor weather, the capacity to monitor local climate change impacts has also been increased.*<sup>30</sup>

#### **b) Caribbean Hazard Mitigation Project (CHAMP): CDERA/CIDA/OAS**

<sup>29</sup> *Surviving Climate Change in Small Islands*, DFID, Tyndall Centre Et. Al., October, 2005, p. 13

<sup>30</sup> Thematic Assessment on Climate Change, Grenada, 2005, p. 17

*This project has created a hazard mitigation policy, the creation of an emergency operations centre (and strategy), and is in the process of generating community based disaster management capacity and committee's as well as conducting detailed local hazard maps that include risks such as landslides, coastal erosion, and flooding. Most of this work is being implemented by the National Disaster Management Agency.*

### **c) Disaster Preparedness and Management Project: Grenada**

*This project is focused on mitigation, institutional strengthening, and adaptive capacity to reduce the social, environmental and economic disruptions that result from disasters. Mitigation steps span human capacity development as well as infrastructure development; such as enforcing building codes, and other preventative infrastructure investments.*

These projects and capacity development activities have had a significant impact on mitigating measures for environmental disaster risks. Fortunately this is an area where a lot of synergistic potential exists.

***x) Opportunity: Effective disaster management has a considerable amount of overlap with the MEA commitments; such as adopting adaptive and mitigating measures to combat climate change, land degradation and species diversity/protection.***

This presents an opportunity to source funding for some fulfillment requirements using alternative sources, as well as to continue to foster the concept of synergy among different aspects of responsibility where the environment and risk is concerned. This is a benefit when viewing the synergistic potential of fulfilling MEA commitments while furthering the goals of another agenda (such as adaptation and mitigation).

## **6.2. DISASTER MANAGEMENT CROSS CUTTING ISSUES**

The challenge that exists in Grenada at this time is that in the two years following the massive devastation after hurricanes Ivan and Emily, the Government of Grenada has been very focused on human recovery, rather than the rehabilitation of natural resources that were also damaged by the storms. This should be expected: However from the perspective of disaster mitigation prioritizing human recovery before environmental recovery may mean an increase in the vulnerability of the population in subsequent disasters due to the damages caused to the reefs, forested mountains and mangrove forests (all of which provide considerable protection to human interests for storm related risk).

***The most significant capacity barrier for disaster management is that the urgency to prepare for what is to come (as a result of environmental degradation) and this is not visible in policy or action at this time.***

There is a substantial effort being invested in disaster preparedness, specifically as it relates to hurricane preparedness. For example, the foundation of NaDMA's emergency preparedness efforts includes empowering communities and individuals to prepare for at least three days of no-assistance in the wake of a disaster. However, the experience after Hurricane Ivan has demonstrated that preparation could and should be substantially longer than that. The general hope appears to be that by applying lessons learned through hurricane Ivan, the response and recovery time will be shorter. But there are so many variables embedded within climate change, we would be reticent to under-estimate what the weather can bring in terms of floods, severe weather, drought and more.

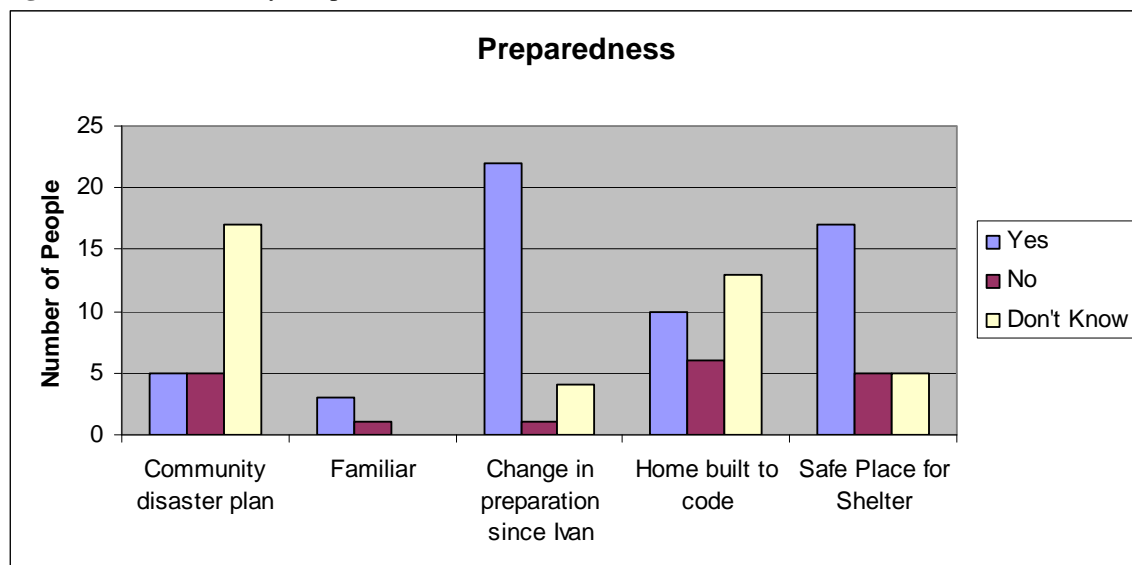
*Over the next 100 years, small islands are expected to experience a rise in surface temperatures of 1.4 – 5.6 degrees, a change in sea level rise (as much as 9 mm per year) and changes in weather, with more cyclone activity and changes in cyclone paths. These will substantially increase the risks associated with changes in climate and weather, interruption in environmental systems as a result of human activity, and more.*  
 - Surviving Climate Change on Small Islands, 2005

A particular area where technology capacity and disaster management issues overlap is with disaster preparedness. Global statistics can identify changes, such as sea level rise, or and increase in cyclonic activity: However, the limited technological capacity in Grenada inhibits analysis of data that is specific to this island. In turn, this will inhibit preparedness efforts as disaster

preparedness efforts fail to take into account the impacts of climate change. Building codes are a good example: People who lives in homes with roof's that are built to code, generally seem to feel their roofing will survive the hurricanes to come.

In the survey conducted by Ethical Ideas in June 2005, respondents indicated that most felt they had a safe place to take shelter in a hurricane. Yet, when examining the physical infrastructure of Grenada, there is virtually nowhere safe enough to endure a Category 5 storm, or a hurricane that stalls over Grenada for an extended period of time (more than 24 hours). With changes in climate, it is dangerous to assume that what might provide safety now, will provide safety in the future.

**Figure 2:** Attitude Survey, Preparedness, Ethical Ideas 2006



The 2005 hurricane season alone has demonstrated that environmentalists and meteorologists alike are observing phenomena that was virtually considered impossible until that season proved otherwise.

- Hurricane Emily was able to intensify from a tropical storm to a category 4 hurricane within 24 hours.
- Hurricane Dennis warmed the Gulf of Mexico instead of cooled the waters.
- Hurricane Rita's intensity was supported by sea surface temperatures (SST's) that were so high there was no colour attached to the observation maps. The SST's in the Northern Gulf Basin at that time were above 32 degrees.
- The 2005 Hurricane season was active from June, to January 2006.
- More than one hurricane formed during the 2006 hurricane season that had more than one 'eye' during some stages of development (Emily, Phillipe)<sup>31</sup>

With these observations in mind, Grenada would be well advised to begin preparing for the 'unknown' and the worst case scenarios. Grenada does have a strong likelihood of facing some of the following in the future:

- Stalled hurricanes that last more than 24 hours
- Category 5 hurricanes or stronger
- Major hurricane activity on an annual basis
- F6 Tornado activity associated with Storms
- Substantial increase in tidal surges
- Substantial increase in flood and landslide risk with increasing precipitation rates derived from increase in cyclonic activity

Although the rest of this discussion will be primarily focused on economic and social impacts for Grenada, it is important to note that all these potential scenarios will have a profound impact on species diversity and land degradation issues. Deforestation, water contamination, mangrove destruction, reef destruction and more are all secondary impacts from situations like the ones listed above.

From a human perspective, if Grenada (and indeed the donor community) been thinking about future weather trends, when 90% of Grenada's housing stock was destroyed after hurricane Ivan, it would have been very sensible to reconstruct using dome technology, which is the only structure that is proven to be resistant to category 5 hurricanes, earthquakes and missile impacts (such as debris

<sup>31</sup> Observations presented here were observed and logged during weather monitoring by Ethical Ideas during the 2005 Hurricane Season. Conclusions presented were drawn from observing raw data from the geostationary satellite, Ramsdis Satellite, the United States Navy Observational Website and the NOAA.

#### **CLIMATE CHANGE STATS**

##### ***In the last 100 years...***

- ***The sea level has risen about 25 cm***
- ***The surface temperature has risen by .6 degrees***
- ***El Nino events have increased in the last 20 years compared with the last 100***
- ***Since 1960, the snow cover has decreased by 10%***

***Source: Surviving Climate Change on Small Islands, 2005***

hitting the structure in high winds)<sup>32</sup>. However, having persons with the knowledge base to observe this risk and make recommendations to pursue a preparatory path such as this would also be beneficial. A good resource for observing and preparing for what could come can be found at the World Watch Institute in Washington D.C., other excellent sources of environmental risk assessments can be found by examining research conducted on behalf of insurance companies.

Rebuilding with dome technology could have ensured that Grenada escapes the possibility of another devastating blow to the country's infrastructure when the next major hurricane passes. Hopefully this scenario is a long way into the future, but when thinking about preparedness, it is essential to prepare for the worst case scenario, rather than the best.

The thematic assessments all identified competing interests such as this when it came to environmental protection, versus economic priorities. Typically, this happens when an environmental issue is looked at as an auxiliary concern, with less interest from policy makers and less support from the public. Identifying this as a capacity barrier does not mean that environmental recovery is more important than human recovery: Both should be considered equal if the synergies between protection and recovery are viewed as equally important.

***xi) Opportunity: Disaster Management provides a lot of opportunities for capacity development and resource allocation that can assist Grenada's ability to meet MEA requirements while at the same time recognizing the importance of other issues that may have a more immediate or visible impact on the human population.***

When environmental protection and MEA fulfillment is brought to the forefront under the rubric of disaster management; the response to the environment as a priority might change as there is a considerable degree of political will and public support for increased disaster management capacity.

In this respect exploring and promoting the synergies between environmental protection, and public interest through disaster management may provide an appropriate platform for achieving results quickly, efficiently, while at the same time exploiting all the synergistic potential that lies within this approach.

## **6.2. EXPLORING SYNERGIES IN DISASTER MANAGEMENT**

The impacts of hurricane activity in the Atlantic/Caribbean and Gulf of Mexico over the last two years can provide a good example to illustrate how the environment and the economy are linked. The Government of Grenada is coping with the short-term economic crisis sparked by Hurricane Ivan, which had a financial impact on Grenada equivalent to

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<sup>32</sup> Geodesic Dome Institute, 2005

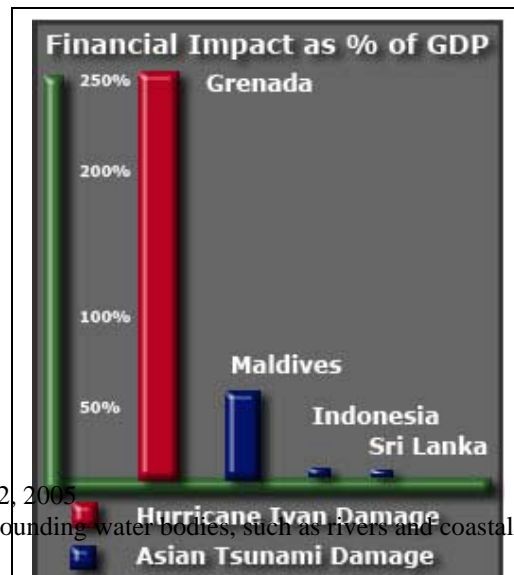


250% of the country's Gross Domestic Product (GDP).<sup>33</sup> In comparison, the global financial impact of disasters has held an average of 2% GDP.

The integrity of the natural environment provides a formidable first line of vulnerability as well as defense in disaster management. This is because;

- Healthy forests and forest cover reduce the risks associated with landslides, flooding, and water conservation drought;
- Protected riparian zones<sup>34</sup> reduce siltation, erosion, and flooding, flash flooding and water conservation;
- Marine areas, such as coral reefs provide protection from tidal surges;
- Unique ecosystems such as mangrove forests provide protective cover for boating interests during a hurricane, as well as providing a natural filter for water and a sink to absorb water in heavy rains;
- Biological diversity promotes environmental resilience in the wake of a hurricane, drought or fire;
- Conservation of natural sinks aide in absorbing greenhouse gasses;
- And the least amount of disruption to the natural environment for a small island state substantially increases the islands capacity to protect critical processes that make the island inhabitable; such as the hydrological cycle<sup>35</sup>.

There are multiple opportunities to promote disaster preparedness while also meeting Convention commitments. For example, the UNCCD calls for the provision of sustainable irrigation systems to combat desertification in article 10 of the Convention, which is an area the Caribbean States have agreed to pay particular attention to. Grenada has already learned about the economic risks associated with having the primary agricultural productive season aligning with the rainy season, which also brings hurricanes. To mitigate the economic risks associated with storm created losses, Grenada could invest in the development of large catchments/cistern well systems that could enable sustainable irrigation during the dry season. This in turn would aide in protecting crops from storm damage, and stabilizes the economic risks associated with having production focused on the period when hurricanes have the possibility to destroy the livelihoods of farmers. Also, a



<sup>33</sup> IMF/Grenada ARD 2005 Article IV Consultation, May 12, 2005

<sup>34</sup> Riparian Zone: A term used to describe the land area surrounding water bodies, such as rivers and coastal ecosystems.

<sup>35</sup> In the months after hurricane Ivan, the damage to the forested area resulted in a disruption of evapotranspiration (through the loss of biomass), which led to a reduction in rainfall. However, this was measured through local observation, rather than scientific measurement.

system like this could also provide a back up resource of water in the event that Grenada experiences an extended dry season.

The Convention does call for the establishments of early warning systems (for drought and climate change) however some of the capacity challenges that lie in fulfilling these commitments are linked with the capacity challenges identified in the technology analysis. A lack of technology and skilled persons to do the job present a formidable barrier where early warning systems are concerned.

The need to develop technology capacity to address socioeconomic interests as well as promoting disaster preparedness is seen in the Climate Change Convention which calls for the provision of sustainable technology transfer. One example of how this can be done is looking at renewable energy. Given that providing energy to households and businesses in Grenada is exceptionally inefficient and costly (small market, diesel generation), an investment in wind power could not only mitigate the risks associated the economic shocks of rising oil prices due to disasters outside of Grenada, it can also increase the potential for Grenada's resilience after a natural disaster, as there are wind turbines available that can withstand winds of nearly 170 miles per hour (so minor storms make money), and that can be dismantled during a storm, and re-erected afterwards if necessary.

These and many other examples exist where the synergies between environment, the economy and technology can combine to generate some synergistic opportunities once developed.

## 7.0 SUMMARY OF OBSERVATIONS

Cross Cutting Issues Summary Table			
	General Observations	Focus Area	Opportunities
HIGH	<ul style="list-style-type: none"> <li>-Prevailing belief that social and environmental interests are Mutually exclusive</li> <li>-Lack of individual expertise in specific disciplines or where skills exists, a lack of funding capacity that limits potential</li> <li>-Limited availability of technology in the public service to meet the demand for the volume of work Convention fulfillment requires</li> <li>-Lack of capacity for proposal development and fundraising</li> <li>-Substantial capacity limitations and economic hardship resulting from two hurricanes in twelve months</li> <li>- There is a great need to increase to develop a stronger mental health infrastructure and capacity in Grenada.</li> </ul>	<ul style="list-style-type: none"> <li>-There is a lack of urgency to prepare for what is to come (as a result of environmental degradation) and this is not visible in policy or action at this time.</li> <li>-On a systemic level there is a need to align the synergies in technology capacity needs among the conventions and other programs to streamline training programmes, and requests for assistance using the clean development mechanisms embedded in the conventions</li> </ul>	<ul style="list-style-type: none"> <li>-Encourage incentive- based measures to fulfill commitments</li> <li>-Promote the use of Alternatives</li> <li>-Explore and pursue the funding and training mechanisms available to Grenada through the Conventions to fulfill needs</li> </ul>
MEDIUM	<ul style="list-style-type: none"> <li>-Zero growth public sector policies and pay grading inhibit attracting appropriate skilled personnel that can use technology needed to fulfill commitments</li> </ul>	<ul style="list-style-type: none"> <li>-On an individual level, there is a need for increased familiarity with computer and software use, a greater degree of exposure to, and the capacity to use emerging technologies. There is also a need to address the cost barriers in relation to access to technology that could build these skills as the cost of a basic computer system is higher than the annual salary of 32% of the population<sup>36</sup>.</li> </ul>	<ul style="list-style-type: none"> <li>-Generate concrete examples of the linkages between society, the economy and the environment by generating 'case studies'</li> <li>-Promote public/private partnerships i.e. encourage commercial business training academy's to invest in Grenada and provide skills in the use of computers, internet, and various data management software applications</li> </ul>
LOW	<ul style="list-style-type: none"> <li>-Lack of exposure to technological and economic alternatives</li> </ul>	<ul style="list-style-type: none"> <li>On an organizational level there is a need for the development of capacity for research, observation and data analysis and the establishment of data bases.</li> </ul>	<ul style="list-style-type: none"> <li>-Invest in a comprehensive technology needs assessment and prepare a plan to address needs</li> </ul>

<sup>36</sup> Grenada Poverty Reduction Strategy Paper, 2005, p. 13

## 8.0 SYNERGIES, OPPORTUNITIES AND CONCLUSIONS

Based on the review of the thematic assessments, external documents and the analysis of the focal issues assigned in the terms of reference, a number of valuable conclusions have been drawn:

- **Looking at the capacity constraints as opportunities to improve as a country and society is the best way to move along a path towards fulfillment of the Convention requirements.**
- **There are many synergistic opportunities that can be exploited to combine funding and implementation strategies; maximizing the resources available, and significantly strengthening the potential for long term impacts.**
- **Grenada has already done a lot in terms of environmental protection and environmental management with very limited resources. This should be recognized and applauded.**
- **Nothing moves quickly in the Caribbean and change takes time; patience is required, but with patience and perseverance, Grenada stands on the precipice of many sustainable opportunities that could make this country a leader as an environmentally sustainable society.**

Most of the cross-cutting capacity barriers and opportunities that have been mentioned in this report are surmountable and achievable observations. Should Grenada be successful in adopting a culture of optimism and opportunity, despite the traumatic effects of a major natural disaster, recovery may mean much more to Grenada if the “New Grenada” is better than the “Old”.

Three projects have been outlined in the next section of this report to present possible paths for next steps. All three projects have been designed in a manner that will exploit synergist potential, foster the alignment of existing initiatives and capacity, and deliver capacity building results. The projects also presented to address the three levels of intervention.

The Grenada U.N. Secretariat is a project that can address some of the systemic capacity barriers that were identified in the thematic assessments and the cross cutting analysis, by creating a high performance team that can work to alleviate work burdens, communication challenges, stakeholder coordination, research and analysis, negotiations, and more. Although investing in building capacity for a team such as this might seem like a luxury when Grenada has so many other priorities to address, the country’s position on the world stage remains an important factor for Grenada’s nationhood, and the fulfillment of the commitments in the MEA’s are critically important for Grenada’s long-term survival.

The Sustainable Enterprise Awards and Earth Week project is an opportunity for Grenada to take an immediate step that would foster creativity, inspiration and incentive to pursue

alternatives that will provide economic benefit and MEA fulfillment at the same time. The awards would not only function as an incentive, but would also be leveraged as examples of what is possible, and thereby, hopefully inspiring more 'Grenada based' creative ideas and solutions. The monetary value of the awards also generates an opportunity for someone who may have good ideas, but is lacking the investment capital to start up a sustainable enterprise. The specific awards criteria could be designed in such a way as to direct the benefits to the most vulnerable in Grenada's society, as has been discussed in the analysis of socio-economic issues.

The Special Projects Consultancy is a very simple project, designed to alleviate a capacity barrier that will in turn alleviate others. The NCSA process has identified a need for capacity development in a number of areas, and in many cases, funding and supports exist that could help to address those barriers. However, because there is no one person who is specifically responsible for making sure that Grenada utilizes all of these opportunities, some of the tools that are available to empower Grenada's capacity development needs and goals are left un-used or under-utilized.

There are capacity barriers that have been identified in the cross cutting analysis that are not specifically addressed in the project profiles/action plan, such as the need for the development of expertise. These capacity barriers will require a longer period of time and a more elaborate cross-sectoral approach that would be more appropriately assigned to a special projects officer who can develop the programme to address those needs and then work to acquire funding for it.

In all cases, the projects that have been designed provide a starting point for an action plan. These projects not only respond to specific issues identified in the cross cutting analysis, there is also a tremendous opportunity to coordinate all three projects in one cooperative effort, if so desired.

*"We will all witness unprecedented change in our lifetime. If we all do our part, it could be for the better" – Jennifer Ellard-Deveney, 1989*

## **9.0. PROJECT PROFILES**

### **9.1.0. PROJECT # 1**

#### **9.1.1. TITLE: GRENADA (U.N.) SECRETARIAT OFFICE**

#### **9.1.2. OBJECTIVES**

To address the immediate capacity constraints identified by the NCSA process, by creating a high performance team of people whose primary objective would be to address immediate cross cutting capacity constraints and to administer to functions necessary for the implementation of U.N. Commitments.

#### **9.1.3. JUSTIFICATION**

The issues that have been raised in the NCSA process are not the kind of thing that should be raised once, and filed. By creating a U.N. Secretariat, Grenada can not only ensure follow up on actionable capacity constraints identified by the NCSA (such as improved stakeholder coordination) but the Secretariat Office can also function as a central coordinating body for U.N. and other multilateral conventions and commitments that require a core capacity of knowledge and representation.

This core team (This is not a job for one person) can take alleviate some of the work burdens on the focal points, provide research and follow up capacity, engage in stakeholder coordination, proposal writing, project management, provide supervision to consultants (conducting needs assessments for example), communications, and the coordination of participation in negotiations.

A U.N. Secretariat would also strengthen Grenada's capacity to participate on the world stage, by building consistency and experience among a core cadre of persons capable of providing training and capacity development to prepare focal points and other persons who might participate in world for as a result of their role either in civil society, the private sector or public service.

The Secretariat could be formed and tested as a three year commitment, and upon measuring results, a decision could be made about whether or not there is a significant enough value added to Grenada's multilateral profile and capacity to meet core commitments to continue or discontinue the project.

#### **9.1.4. SCOPE**

National, International

#### **9.1.5. TIME FRAME** Three years, with a possibility to renew

#### **9.1.6. LEAD AGENCY**

The Secretariat becomes its own lead agency. Proposal by Ministry of Finance as follow up to NCSA. Oversight and set up by Department of Foreign Affairs, with implementation cooperation by: The Ministry of Health and the Environment, Foreign Affairs, the Department of Forests and Fisheries and the Prime Minister's Office.

#### **9.1.7. IMPLEMENTATION STRATEGY**

A core capacity of 4 persons would be required to fulfill the outcomes projected in this profile. All persons in the Secretariat should have a minimum of a first level degree. Their roles would include, a Director, 2 Dossier Managers, and one administrator/communications specialist. Additional supports for specific conventions would be provided through short-term consultancies and coordination with focal points and other stakeholders inside and outside the government arena.

This team would require a fully equipped office to ensure capacity to deliver the demanding administrative, consultative, and reporting requirements this team would be responsible for. Computer equipment must be portable (to ensure mobile capacity at UN Negotiations and meetings).

Because of the political nature of U.N. participation and negotiations, this team could be assembled by the Ministry of Finance; however this must be done with the input of the Minister of Foreign Affairs and the Prime Minister to ensure high-level support.

#### **9.1.1.1. PROJECT MANAGEMENT**

The project would be managed by the Director of the Secretariat, reporting to the Prime Minister's Office.

#### **9.1.1.2. ACTIVITIES**

- Recruit and establish a high performance team capable of working at the multilateral and community levels
- Transfer of convention management to Secretariat
- Introductory Strategic planning session with Secretariat, political stakeholders, public service involved in U.N. Convention implementation
- Two to Four capacity building workshop with the same stakeholders – combined outputs from NSCA and Strategic Planning workshop combined.
- Second strategic planning workshop held after capacity workshop has been conducted (planning workshop – participatory approach to developing a convention management plan).
- Secretariat train and support focal points for U.N. negotiations (when necessary)
- Secretariat assumes responsibility for proposal writing and coordinating the use of support mechanisms provided by the U.N. Conventions.

- Improved communications and stakeholder relations results in greater level of synergy among stakeholders involved in the convention implementation.
- Secretariat develops an internship programme to provide a structured learning environment that will contribute to succession planning.
- Creation of reporting templates for public service staff involved in convention implementation for COP reporting purposes, and to foster a greater understanding of commitments made by stakeholders outside the Secretariat.

#### **9.1.1.3. OUTCOMES**

- Provide immediate capacity improvement for the fulfillment of U.N. commitments
- Improve communications and reporting in Grenada and at international fora
- Streamline administrative functions related to U.N. participation
- Increase Grenada's capacity on the world stage by ensuring that a delegation of a minimum of 4 persons is always present to ensure participation in strategic side-events, empower Grenada to remain present when negotiations become 24 hour a day vigils, ensure that someone is collecting paper and doing quick scans to keep the delegation informed.
- Ensure immediate improvement in stakeholder coordination, core efficiencies and reduce redundancy/workload constraints and duplication of efforts
- Facilitate capacity building in the public sector to meet U. N. commitments and further Grenada's development goals
- Administer grants and funds for citizen participation (youth, NGO, private sector delegations)
- Engage in an annual lecture tour to educate students
- Foster the creation of a Model United Nations programme in schools and the engagement of youth

#### **9.1.1.4. IMPACTS**

- Capacity barriers identified by the NCSA process are addressed within the capacity of the Secretariat
- Better understanding of Grenada's role in the world increases public and government support and cooperation for commitments
- Streamlined administrative functions reduced workloads for focal points, funding opportunities and capacity development supports that are available are fully utilized
- Stakeholders from different departments and sectors better able to appreciate the interlinkages between their priorities and the priorities of others; fosters culture of multistakeholder cooperation; creates an enabling environment for policy development, increased cohesion, and enforcement capacity.
- Capacity building exposes more people to how the U.N. works, and empowers their participation
- Increases Grenada's capacity on the world stage as well as increasing value as a member of the G77, OAS, and CARICOM.



- Students learning about U.N. processes may be inspired to become engaged in either the issues, or the U.N. process itself
- Empowering youth leadership and input

#### 9.1.1.5. INDICATORS

- The Team Director would undergo an annual performance review conducted by the Prime Minister's Office and a peer review conducted by the sustainable development committee (or other designated body)
- Review of a shortlist of NCSA capacity constraints on an annual basis to see if there is improvement in constraints that could be addressed by Secretariat
- The outcomes of the two strategic planning workshops will be compared to measure impacts of Secretariats effort
- Attitude/Awareness survey (by telephone)
- The number of U.N. Support mechanisms Grenada had access to in the past but was not utilizing now being used
- Improved capacity at U.N. negotiations and for COP reporting.

#### 9.1.1.6. TIMELINES

Specific Action/Activities	Time in quarters												Partners
	1	2	3	4	5	6	7	8	9	10	11	12	
1. Team Set Up													SDC, MOF
5.0. Strategic Planning Workshop 1, Portfolio transfers (NCSA follow-up) 6.0. Foster immediate improvement in stakeholder coordination 7.0. Reporting													SDC, Foreign Affairs, PMO's Office, IADGO, GRENCODA
8.0. Capacity Development Workshops 9.0. NCSA follow-up													SDC, Foreign Affairs, PMO's Office, IADGO, GRENCODA
10.0. Strategic Planning Workshop 2 (NCSA follow up) 11.0. Education tour at schools													SDC, Foreign Affairs, PMO's Office, IADGO, GRENCODA
12.0. Proposal writing, Support Mechanism Use, 13.0. Training and Support for Focal Points													SDC, Foreign Affairs, PMO's Office, IADGO, GRENCODA
11. Internship Programme, Communications, U.N. Negotiations													SDC, Foreign Affairs, PMO's Office, IADGO, GRENCODA

### 9.1.1.7 BUDGET

**\$300,000 USD over 3 years**

<b>Grenada, U.N. Secretariat Budget</b>			
	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>
<b>Operational Expenses</b>			
Consultancy Fees	150,000	150,000	150,000
Office Equipment	35,000		
Information Technology	4,000	4,000	4,000
Office Supplies	10,000	10,000	10,000
<b>Programme Delivery Costs</b>			
Travel	30,000	30,000	30,000
Stakeholder Coordination	5,000	5,000	5,000
Model U.N. Grants for Schools		30,000	30,000
Communications	15,000	15,000	15,000
Interns (Stipends)	15,000	15,000	15,000
Workshops/Meetings Expenses	10,000	10,000	10,000
<b>Annual Total</b>	<b>274,000</b>	<b>269,000</b>	<b>269,000</b>

**TOTAL BUDGET \$812,000 XCD**

**TOTAL BUDGET \$300,741 USD**

## **9.2. PROJECT # 2**

### **9.2.1. TITLE: SPECIAL PROJECTS CONSULTANCY**

### **9.2.2. OBJECTIVE**

To follow up the NCSA process by hiring a consultant to work as a special projects developer and proposal writer.

### **9.2.3. JUSTIFICATION**

There is a need to pursue some immediate follow up with the NSCA Process, while the analysis, research and findings are still current and relevant in a rapidly changing landscape. This program is the simplest most cost effective way of generating immediate results, requiring little managerial and supervising inputs from other agencies; thus ensuring that an attempt to solve capacity challenges doesn't create more work for already over-burdened staff.

During the cross cutting analysis, there were many areas that require capacity development. A consultant could be hired specifically to develop programmes and source out funding for those programmes to ensure that there is a follow up for the NCSA process. This consultancy could also include hosting some workshops to build immediate capacity before additional funding and programme development has begun or become available.

### **9.2.4. SCOPE**

The scope could be determined with inputs from the Sustainable Development Council and the NCSA Project Coordinators, based on the findings of the NCSA process.

### **9.2.5. LEAD AGENCY**

Ministry of Finance, Economic Affairs Division

### **9.2.5. IMPLEMENTATION STRATEGY**

This programme would be offered as a consultancy to a person who would review the findings of the NCSA, identify priority capacity challenges that the contract would address, and then set up a detailed work plan to address to capacity barriers.

### **9.2.6. PROGRAM MANAGEMENT**

For consistency, it is recommended that this programme be managed by the Ministry of Finance, in collaboration with the Department of Human Resources.

### **9.2.7. ACTIVITIES**

- Review the NCSA Final Document
- Identify priority capacity challenges that can be addressed through workshops, training
- Identify capacity challenges that related to a need for funds
- Source out any other funds that can enable and empower Convention fulfillment
- Plan workshops and training, and deliver those workshops where possible.
- Research other areas of capacity need identified in the NCSA process, and write proposals or build relationship with stakeholder capable of building capacity in those areas.
- Negotiate with government departments for background information and organizational support for submission of proposals.

### **9.2.8. OUTCOMES**

The outcomes would be based largely on the skill set of the consultant found for this contract. However, it would be preferable to find a suitable person capable of:

- Reviewing the NCSA Report and identifying capacity challenges that can be addressed with training, education and workshops using capacity that already exists in Grenada
- Differentiating between other capacity challenges that will require additional funding and proposal writing to generate funds to support capacity development in those areas
- Source out capacity development funds from multilateral donors, aid agencies and U.N. institutions
- Consult with relevant government ministries, and non-governmental organizations to develop proposal outlines
- Develop programmes for proposals
- Write proposals and submit for funding

### **9.2.9 IMPACTS**

- The most substantial impacts will be determined after a full review of the final NCSA report, and the negotiation of which capacity challenges can be addressed by the consultancy
- Ensures that the momentum and timeliness of the NCSA analysis is followed up with some immediate steps taken to address them

- Project development and proposal writing will build financial capacity for more elaborate capacity development and fulfillment activities and programmes

#### **9.2.1.1. INDICATORS**

- Number of projects developed with the support of executing agencies
- Number of projects funded, and/or value of funding obtained
- Potential impact of projects as they related to the NCSA findings

#### **9.2.1.1.1. TIMELINES**

1 year (part-time)

#### **9.2.1.1.1.1. BUDGET**

\$ 55,000 XCD

\$ 20,000 USD

## **9.3. PROJECT #3**

### **9.3.1. TITLE**

Sustainable Enterprise Awards (SEA) and Earth Week Celebrations

### **9.3.2. OBJECTIVE**

To foster long term stakeholder buy-in to multistakeholder partnerships that assist in meeting Convention commitments, while also providing socio-economic benefit. To combine these awards with earth week celebrations that would raise awareness, engage the public and possibly raise money.

### **9.3.3. JUSTIFICATION**

This project would serve as:

- A socio-economic incentive programme that fosters innovation, collaboration, multistakeholder partnerships and citizen engagement without expanding bureaucracy.
- Marketing and public relations opportunity
- Environmental education opportunity

The intention behind this project is to foster the development of public/private partnerships and/or sustainable enterprise development, by offering start up grants to youth able to demonstrate that setting up the business will assist Grenada in meeting its Convention commitments. This project has a great deal of scope and potential and could be designed in many ways. To promote this project, the awards should be presented at a gala event that profiles the winning ideas one year after the recipients have received their grant. The event could be televised, bringing the inspired success stories into people's homes and possibly sparking interest and ideas from a broader reach of society as the programme becomes better known. If the event were hosted in a rural community, the gala event could be combined with a weekend environment festival (perhaps timed with earth day in April) that profiles sustainable technology options, community projects, and experiential nature tours (perhaps in partnership with the Grenada Hache Harriers and the Biology department of St. Georges University).

### **9.3.4. SCOPE**

National, International

### **9.3.5. LEAD AGENCY**

Ministry of Youth, Ministry of Health and the Environment, Ministry of Finance, Economic Affairs Division

### **9.3.6. IMPLEMENTATION STRATEGY**

A consultant is hired on a short term project to establish the SEA/Earth Week programme. The consultancy contract would include developing grant criteria, selection criteria, and selection committee, developing a business mentorship programme for recipients, promotion and coordination of gala event. Also the consultant would try to identify potential sponsors for the programme and gala (such as a bank) to match core funding. If planned well, the gala event might make money that can be added to the awards programme. The gala event could also be hosted by a different community each year, which provides an opportunity to bring earth week activities to a broader spectrum of the public.

Awards criteria would be developed by a consultant on a short term contract to coordinate the awards programme. Criteria would be developed to encourage enterprising ideas that would assist in overcoming cross cutting capacity barriers by developing a business that:

- Has a strong potential to be profitable
- Provides social and environmental benefit
- Generate high profile case studies that can inspire others

The criteria would require the approval of the Sustainable Development Committee, and judges for the programme would be drawn from the SDC also. The awards programme should run for three years to generate awareness and measure whether this is an effective incentive mechanism for Grenadian culture. Start up grants should be large enough to generate a high level of competition and prestige for winning the award.

### **9.3.7. PROJECT MANAGEMENT**

### **9.3.8. ACTIVITIES**

- Terms of reference generated by Ministry of Finance, Economic Affairs Division and approved by Sustainable Development Committee
- Consultant/Coordinator hired
- Consultant generates: marketing plan, event planning, budget, awards criteria and facilitates inputs/communications with SDC members.
- Call for proposals generated and submissions reviewed. Short-listed submissions forwarded to SDC for final selection
- Consultant Generates 2 day itinerary for earth week activities to go with gala/awards event, fosters NGO participation
- Subcontracts web developer to create an interactive learning zone, that award recipients can use to develop profiles of their work and their vision.
- Possible alignment with existing Incentive programmes, such as the rural enterprise programme.

- Possible partnership with IADGO and Agency for Reconstruction and Development
- Place 2 youth interns to provide supports

### **9.3.9. OUTCOMES**

- Sustainable Development Committee empowered to participate in something that is fun, which may foster enthusiasm and interest in committee members.
- Consultant/Coordinator able to do all the work on *behalf* of the Sustainable Development Committee, thus raising the National profile of the Committee.
- Call for proposals encourages citizens, youth, and businesses to think about sustainable opportunities
- Fosters partnerships
- Earth week activities attached to Gala and awards brings media attention to environmental issues, provides an opportunity to profile sound community projects, and also provides a learning forum for participants and viewers.
- Marketing of event can be done in Grenada and overseas.
- Youth Interns gain valuable experience and professional skills development

### **9.3.10. IMPACTS**

- Grenada's economy benefits from economic development through awards funds invested in that business development
- Awards process draws attention to environmental issues and the landscape of opportunity it presents
- Partnership models encourage visionary ideas by combining strengths
- International marketing of event in "eco-markets" in Europe and North America help to promote eco-tourism market in Grenada.
- Youth interns feed into succession planning

### **9.3.1.1. INDICATORS**

- Establishment of a 5 year tracking programme for award recipients to monitor business success, growth rates and contribution to Grenada's economy.
- Number and quality of submissions for awards
- Value of matching sponsors (banks etc.) which may sponsor specific awards categories
- Number of international attendees for gala and earth week events.



### 9.3.1.1.1. TIMELINES

Specific Action/Activities	Time in quarters												Partners
	1	2	3	4	5	6	7	8	9	10	11	12	
1. Project Set Up													SDC, MOF
2. Inputs and communications with SDC, performance tracking													SDC, Foreign Affairs, PMO's Office, IADGO
3. Award Criteria Development, Performance tracking development													SDC, Foreign Affairs, PMO's Office, IADGO
4. Call for Proposals, Submission Review													SDC, Foreign Affairs, PMO's Office, IADGO
5. Multi-stakeholder cooperation, sponsorship development, synergies development													SDC, Foreign Affairs, PMO's Office, IADGO
6. Earth Week Planning, Youth Internship placement													SDC, Foreign Affairs, PMO's Office, IADGO

### 9.3.1.1.1.1. BUDGET

\$180,000 USD

Sustainable Enterprise Awards/Earth Week Celebrations			
	Year 1	Year 2	Year 3
<b>Operational Expenses</b>			
Consultancy Fees	60,000	80,000	80,000
Office Equipment	15,000		
Information Technology	4,000	4,000	4,000
Office Supplies	5,000	5,000	5,000
<b>Programme Delivery Costs</b>			
Travel	2,000	2,000	2,000
Marketing	7,000	10,000	10,000
Communications	10,000	10,000	10,000
Interns (Stipends)	15,000	15,000	15,000
Gala Event		20,000	20,000
Earth Week	6,000	10,000	10,000
Awards		25,000	25,000
<b>Total Annual Expenses</b>	<b>124,000</b>	<b>181,000</b>	<b>181,000</b>

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2. **District Disaster Committee Meeting, District Committee Set-Up**, Mount Pleasant, Carriacou, Grenada. Hosted by Mrs. Sylvester, Coordinator, National Disaster Management Committee, Carriacou. November, 2005
3. **Disaster Management Training Workshop**, NaDMA/CHAMP, Velda Joseph and Denise Guy, November, 2006
4. **Joseph, Rachael**, Department of Human Resources, Government of Grenada, February, 2006
5. **Joseph, Rita**, Functional Review Team, Department of Human Resources, Government of Grenada, February, 2006
6. **Raddick, Wayne**, Department of Human Resources, Government of Grenada, February, 2006
7. **Redhead, Franklin**, Functional Review Team, Police Department Representative, Government of Grenada, February, 2006
8. **Roberts, Rachael**, Department of Human Resources, Government of Grenada, February, 2006

9. **Roberts-Joseph, Sherma-Ann**, Department of Human Resources, Government of Grenada, February, 2006
10. **Sandy Island/Oyster Bed Marine Park Management Plan Workshops I,II,& III**, Carriacou, Grenada. Hosted by: Caribbean Regional Environment Programme, Government of Grenada, The Carriacou Environmental Committee, Marine Protected Areas of Grenada, Carriacou, and Petit Martinique, The Nature Conservancy, 2004-2005
11. **Strategic Planning Workshop, Government of Grenada Stakeholder Session**, Hosted by: Agency for Reconstruction and Development, facilitated by Dr. Charles, January 2006.
12. **Winters, Phillip**, Sustainable Energy Technologies, Toronto, Canada, December 2005, February, 2006

## 12. WEB RESOURCES

1. **AriseTech**, Appropriate, Renewable, Intelligent, Sustainable, Energy <http://www.arisetech.com>
2. **Biodiversity Enterprise Funds**, <http://www.guide.conservationfinance.org>
3. **United Nations Framework on Climate Change, Clean Development Mechanism**, <http://www.cdm.unfccc.int>
4. **Financial Information Engine on Land Degradation (FIELD)**, <http://www.gm-unccd.org/FIELD/Funds.htm>
5. **Grenada, Country Statistical Information**, World Bank, <http://ddp-ext.worldbank.org/ext/CSIDB/getCountryStatInfoXML?id=GRD&format=CSIDB>