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**Caribbean Conservation  
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Coastal and Marine  
Management Program

**Barbados**

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Programme  
CERMES, UWI,  
Barbados**

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**SUSTAINABLE INTEGRATED DEVELOPMENT AND BIODIVERSITY  
CONSERVATION IN THE GRENADINE ISLANDS  
GRENADA AND ST. VINCENT AND THE GRENADINES**

**GOVERNMENT  
INSTITUTIONAL CAPACITY AND  
ARRANGEMENTS FOR  
SUSTAINABLE DEVELOPMENT IN  
THE GRENADINE ISLANDS**

By

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## **1 INTRODUCTION**

This review of institutional capacity and arrangements for the Governments of Grenada and St. Vincent and the Grenadines is part of an initial (Phase I) assessment of the capacity of stakeholders to take part in the project on Sustainable Integrated Development and Biodiversity Conservation in the Grenadine Islands, Grenada and St. Vincent and the Grenadines.

The primary goal of the project is “The integrated and sustainable development of the Grenadine Islands area for the social and economic well being of the people who live there; as a contributor to the national economics and to conserve their biodiversity”. This indicates that the main avenue for satisfying the goal would be through the natural resource management and conservation perspective. Even so, a number of governance agencies, although not directly involved in natural resource management and conservation, as essential services, must also be considered as primary stakeholders.

The purpose of this appraisal is to provide for stakeholders and the project implementers an overview of the structure and inter-relations of government as they pertain to the objectives of the project, i.e. the Grenadines, sustainable development, and environmental management. The document will guide the project and stakeholders in regard to which government departments need to be involved in co-management and the extent of their capability to be involved, for example, in co-managing a park, tourism project, fishery, etc.

## **2 PROFILES OF GOVERNANCE AGENCIES IN GRENADA**

### **2.1.1 Ministry of Finance -- Department of Economic Affairs (Planning and Development Division)**

#### 2.1.1 Responsibilities And Functions

- Preparation of National Economic Plan
  - Macroeconomic planning and implementation for growth and development
- Projects and Public Sector Investment Programme (PSIP)
  - Develop, monitor, and manage the PSIP.
  - Supervise/monitor performance budgeting in line Ministries.
- Physical Planning
- Preparation of reviews of the economy
  - Prepare and public sector economic and social reports.
- Technical Cooperation
  - Negotiations of monitor and implementation of trade agreements
  - Coordinate technical and economic programs
  - Stakeholders consultations
- National Debt

- Monitor and manage the national debt

### 2.1.2 Delivery Systems

The division maintains linkages with international agencies and donors, and with local public and private sector agencies. The department coordinates and directs the planning and implementation functions of a number of other government departments and line ministries (and statutory bodies) in a bottom-up approach (Figure 1). (Grenada-Nurse - 1995)

### 2.1.3 Special Arrangements

A special social partners tripartite arrangement in which government, the private sector and labour (and other social partners) maintain consultations on issues related to socioeconomic development is convened when required. This consultative arrangement is activated only in special circumstances and as such has a specific duration.

The Ministry of Finance occasionally convenes *ad hoc* committees for special tasks, such as: a committee to protect and monitor government revenues and involving Customs, Inland Revenue, Immigration, Police, Coast Guard, etc.

### 2.1.4 Legislative support

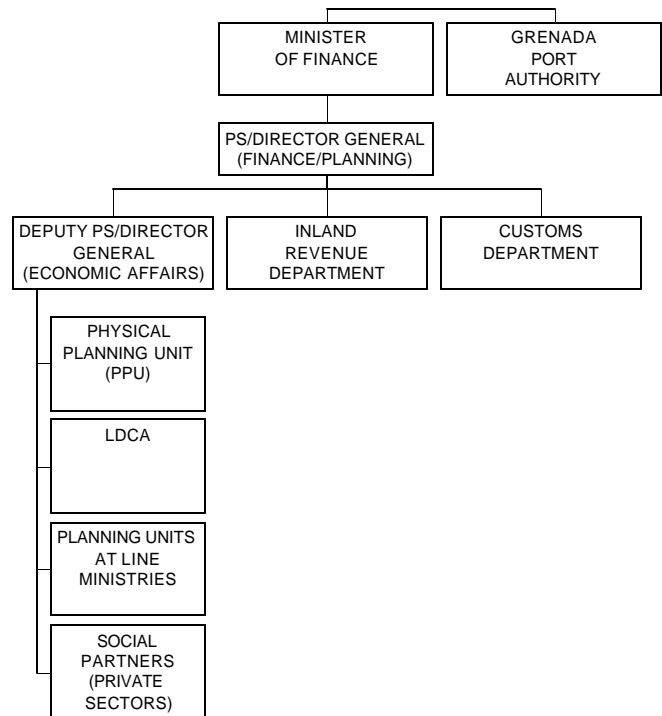
Grenada Constitution Order Sec 57, 60 (1973)  
Finance and Audit Act (Cap. 102)

## 2.2 Ministry of Finance -- Physical Planning Unit of

### 2.2.1 Responsibilities and Functions

- Ensure orderly and progressive development of land.
- Guide future development through National Physical Development Planning
- Enhance unit functions to meet current requirements
- Prepare development plans
- Undertake development controls, i.e. processing of applications for development permission, monitoring and development, enforcement and appeals.
- Provide advice and guidance on proper physical planning and development and related environmental management through coordination with related public sector agencies and the private sector.

Figure 1. Ministry of Finance



The Physical Planning Unit (PPU), operates within the administrative control of the Permanent Secretary, Ministry of Finance, through the Deputy PS/MOF; carries out a technical function of plans examination on behalf of the Land Development Control Authority (LDCA).

No delivery system or legislative support?

## 2.3 Ministry of Finance -- Land Development Control Authority (LDCA)

### 2.3.1 Role And Functions

- Primary role is to promote the orderly and progressive development of land.  
Specific functions:
  - to review applications submitted for development permission
  - to determine with respect to these applications whether permission should be granted with or without conditions or whether they should be denied
  - to determine whether to enforce against unauthorized development.

### 2.3.2 The Delivery System

The LDCA with technical support of the PPU as a legally constituted body of persons authorized by statute Cap. 160, (Land Development Control Act) exercises decision-making powers for the purpose.

The LDCA is composed of a Chairman, Executive Secretary, five ex-officio members, who are Chief Technical Officers of:

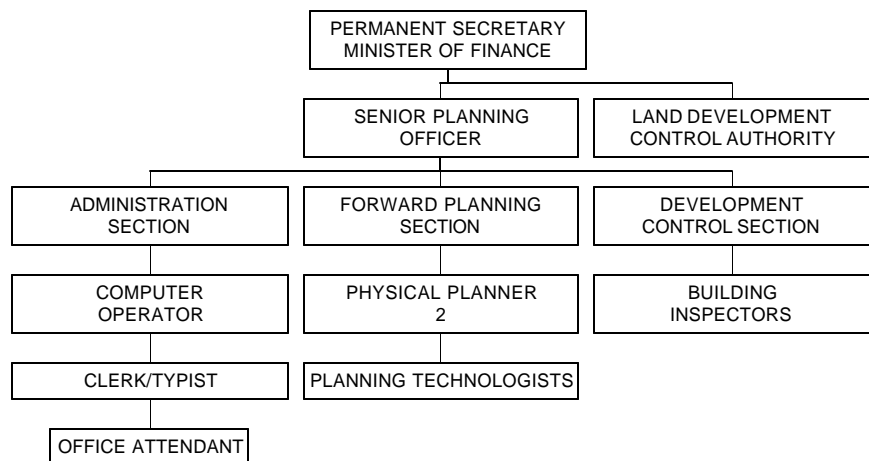
- Ministry of Works,
  - Ministry of Agriculture,
  - Housing Authority of Grenada,
  - The Ministry of Health,
  - The Physical Planning Unit;
- and a maximum of three

other members, such as,

- The Senior Planning Officer of the Economic Planning Unit /MOF,
- A Crown Counsel of the Ministry of Legal Affairs,
- A private sector enquirer.

See Figure 2 for the organizational structure of the PPU and the functional link with the LDCA.

Figure 2. The Physical Planning Unit, Ministry of Finance



### **2.3.3 Legislative Support**

The main legislation which is used by the PPU and LDCA for day-to-day operations procedures and practices is firstly the LDCA Act (Cap. 160) and secondly the Town and Country Planning Act (Cap. 322).

## **2.4 Ministry of Finance -- Customs and Excise Department**

### **2.4.1 Responsibilities and Functions**

- Maximize revenue collection
- Ensure that both import and export prohibitions, particularly in respect of controlled drugs are enforced in accordance with the law.
- Improve quality of service and efficiency in management of the department.
- Implement customs reform and mobilization programme.
- Facilitate and protect legitimate trade and improve compliance.

### **2.4.2 Delivery System**

An organizational chart of the department and as it relates to services delivered at the South Grenadines (Carriacou and Petite Martinique) is shown. The critical, but not only, control points are airports and seaports. The Customs, Excise Authority of the Department, unlike the Grenada Ports Authority, extend to all 'areas' within the territorial waters of Grenada (land/sea).

### **2.4.3 Custom/Excise Functions: Carriacou/Petite Martinique**

Services at Carriacou and Petite Martinique are delivered by a staff of three (3) customs clerks (Grade 'C'), two (2) preventative guards (Grade 'B'), and supervised by a non resident 'Supervisor of Customs' (Grade 'I') who also supervises the Grenville Port area.

The chain of command/control is: Comptroller, Deputy Comptroller, Supervisor of Customs, Senior Customs Officer; Customs Clerk, and Preventative Guard.

## **2.5 Ministry of Finance -- Grenada Ports (Seaport) Authority (GPA)**

### **2.5.1 Responsibilities and Functions**

- Manage and maintain efficient port services and activities
  - General administration of port services and activities
  - Administration of Port security
  - Maintenance of plant, equipment
  - Maritime services, monitor control and surveillance within designated ports for:
- Control of traffic by all craft;
- Maintenance and placements of all buoys, navigation lights, anchorages, beacons, and other installations;
- Maritime safety regulation of all harbour craft (local or foreign);

- Pilot services;
- Patrol for compliance control with respect to navigation; prohibited anchorages, etc;
- Maritime port security.

### 2.5.2 Delivery System

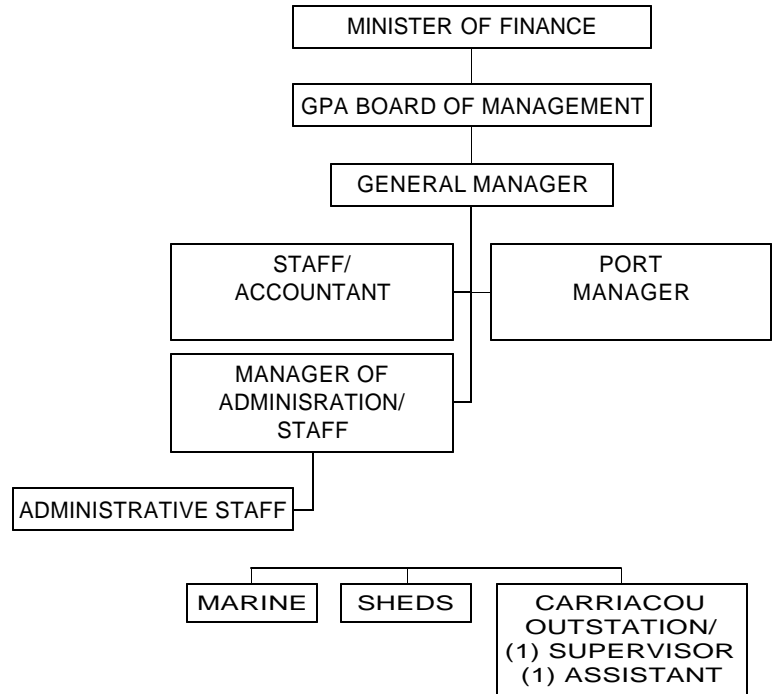
A generic organizational chart of the GPA shows the line of administrative command from the Ministry of Finance, through to operations activities (Figure 3). Supervisors control and command units, one of these operates in the Grenada Grenadines and carries out delegated functions of the Port Manager. Two designated ports at Carriacou (Hillsborough and Tyrell Bay) are administered by the two staff based at Carriacou. Sanchez at Petite Martinique is to be designated a port by year end (2002).

The Grenada Ports Authority Administers the Grenada (Merchant) Shipping Act.

### 2.5.3 Legislative Support

- Port Authority Act (Cap. 247)
- Merchant Shipping Act # 47 (1994)

**Figure 3: Grenada Ports Authority (Seaports)**



## 2.6 Ministry of Finance -- Inland Revenue Department

### 2.6.1 Responsibilities and Functions

- Enforcement of Law/Regulations
  - Administer and enforce legislation vested in the Comptroller
  - Encourage voluntary compliance and provide customer friendly service.
  - Undertake revenue collection and management
- Capacity-Building and Human Resources Management
  - Provide the environment for self-actualization, growth and development
  - Manage human and material resources in a cost-effective and efficient manner.
- Legislative Reform
  - Undertake legislative reform and modernization of operations aimed at improving tax collection



### 2.6.2 Delivery System

An organizational chart shows manpower development/capacity.

District Revenue offices are maintained at all of six parishes of Grenada and in Hillsborough, Carriacou.

Part of *ad hoc* committee for security of Government revenue system.

### 2.6.3 Legislative support

- Several Acts are relevant to the mandate of this agency.

## 2.7 **Ministry of Agriculture, Lands, Forestry and Fisheries**

### 2.7.1 Responsibilities and Functions

The ministry's mission to "Facilitate agricultural development through promotion of sustainable use of natural resources and the provision of quality products and services to enhance the quality of life of our people" guides its responsibilities and functions below.

- Provide leadership and policy direction to the sectors
- Ensure sustainable use of natural resources
- Create the enabling environment for optimal agricultural production and investment
- Foster the use of appropriate technologies and information
- Provide quality services and products to all take holders.

### 2.7.2 Delivery System

The Ministry delivers its services through a number of support services divisions (Figure 4). Several legally instituted stakeholder bodies also take part in co-management arrangements:

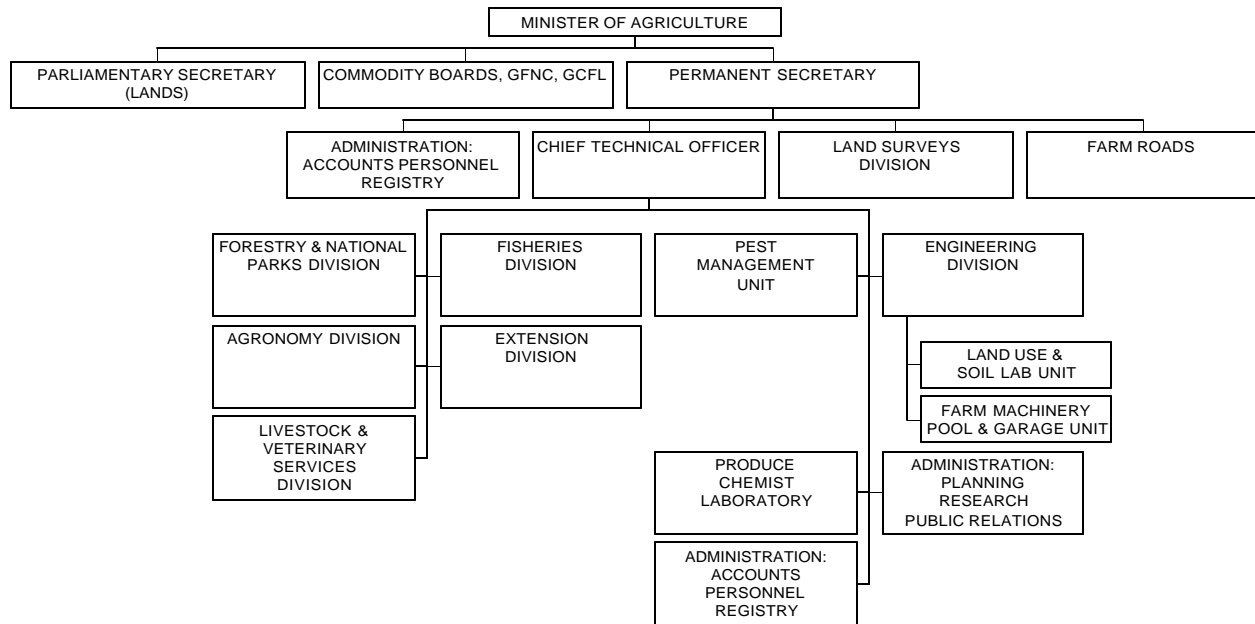
- Cocoa Industry Board [Cap. 128];
- Nutmeg Industry Board [Cap. 201];
- Banana Cooperative Society (Cap. 23, 24);
- Food and Nutrition Council [People's Law No. 32 1980];
- Grenada Commercial Fisheries Ltd.

### 2.7.3 Special priorities for 2002

- National food security improvement;
- Development of agro-processing;
- Development of Irrigation and drainage;
- Farm roads development;
- Banana industry development;
- Cocoa rehabilitation programme;
- Nutmeg industry enhancement programme;
- STABEX/SFA funds management;
- Policy development/implementation;

- Government estates improvement;
- Organizational restructuring (Ministry);
- Human resource development;
- Crop diversification programme;
- Natural resource management.

**Figure 4: Ministry of Agriculture**



#### 2.7.4 Responsibilities and Functions - Forestry and National Parks Division

- Resource management for social and economic development to sustainably manage forest ecosystems; cultural landmarks and other key areas for social and economic development
- Co-management to promote national public awareness and support advocacy programmes that will influence the management and use of forest ecosystems, cultural landmarks and other key areas
- Stakeholder capacity building to strengthen the capacity of stakeholders to effectively manage forest ecosystems, cultural landmarks, and other key areas.
- Institutional strengthening and capacity building to develop and efficient and productive department to fulfil the mission.

#### 2.7.5 Delivery Systems

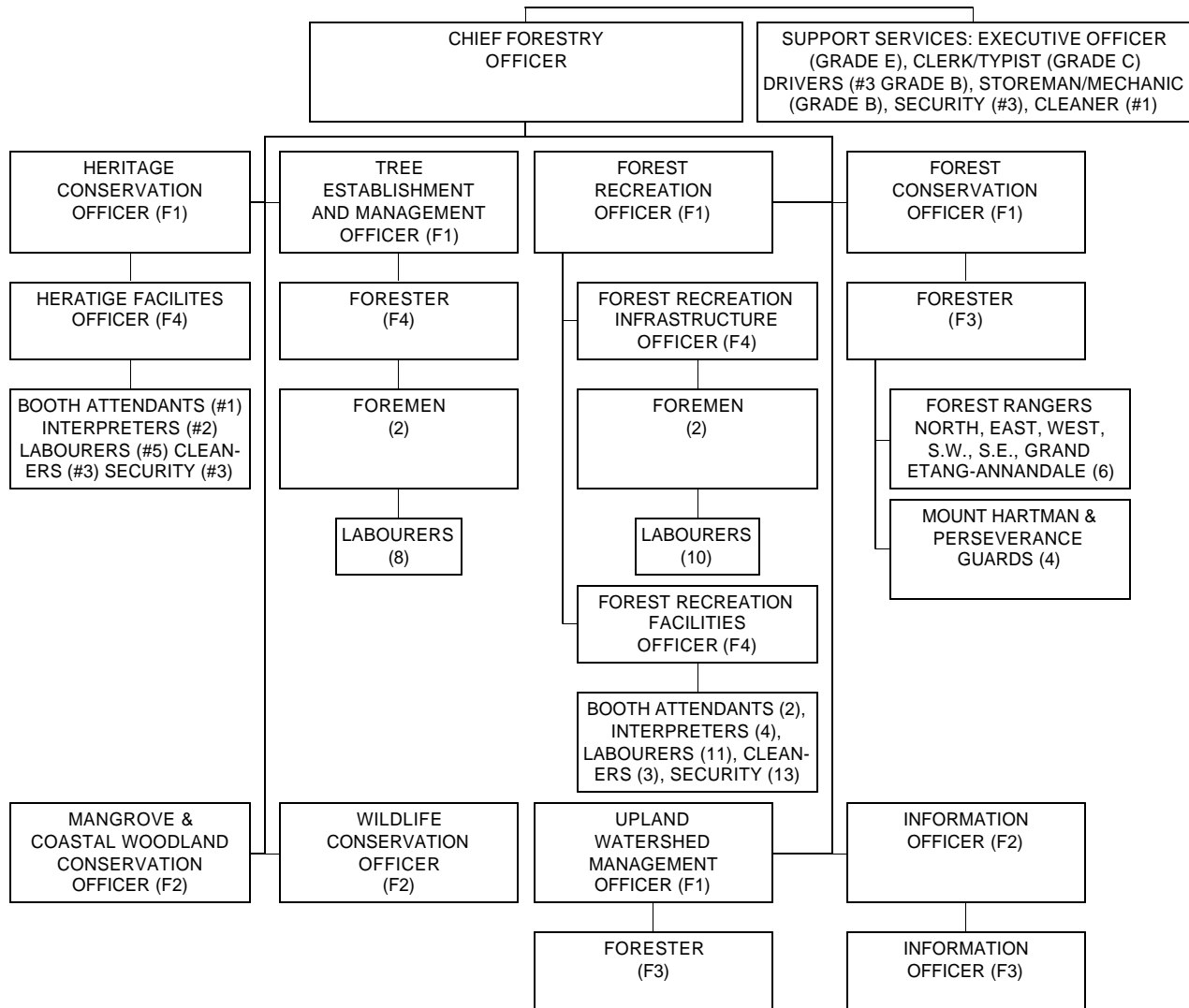
The organizational chart of the division/department shows how manpower is deployed for delivery of government services (Figure 5).

#### 2.7.6 Legislative Support

- Forest Soil and Water Conservation Act (Cap. 116) 1949

- Birds and Wildlife Protection Act 1957
- Wild Animals and Bird Sanctuary Act 1928
- National Parks and Protected Areas Act 1991 [Cap. 206]
- National Water and Sewerage Authority Act 1991
- Prohibition of Bird Exportation Act 1991
- Abatement of Litter Act 1974

**Figure 5. New Forestry and National Parks Department**



### 2.7.7 Responsibilities and Functions - Fisheries Division

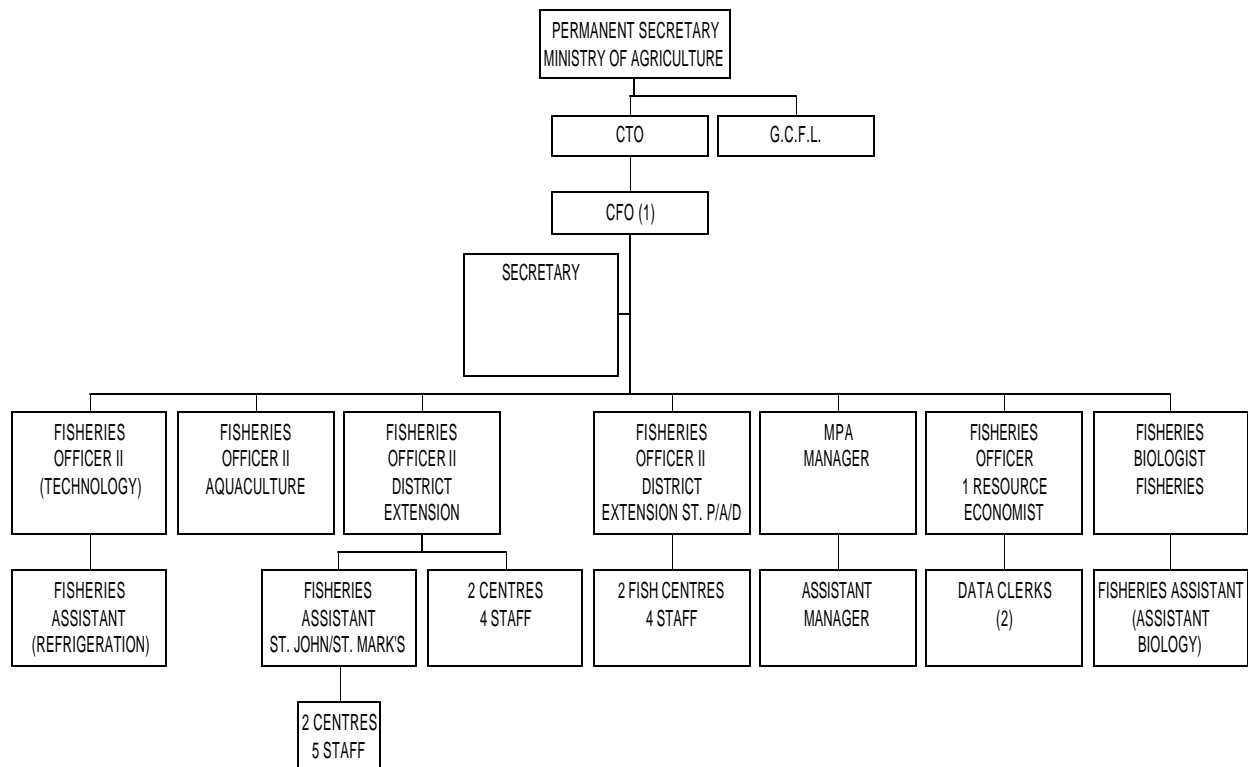
- Monitor control and surveillance; (MCS) of fishing activities of fishers in order to sustain fish stocks and habitat, collaborating with States with which Grenada shares fisheries resources.
- Promote establishment and maintenance of fisheries infrastructure in support of fishing activities.

- Maintain a fisheries management programme in collaboration with local fishing communities.
- Improve target stock resource management, infrastructure development and co-management.

### 2.7.8 Delivery Systems

Delivery of services is through coordination and management, extension service, fisheries biology, fishing technology, aquaculture, socioeconomic resources monitoring planning and implementation (Figure 6). Functional links are maintained with allied agencies, such as: Grenada Coast Guard Services for fleet safety, search and rescue, and for enforcement of stock protection regulation by both local and foreign fishers. Other agencies include: Grenada Port Authority, Grenada Board of Tourism, Forestry Division of Ministry of Agriculture, Planning Unit of MOA.

Figure 6. Fisheries Division



### 2.7.9 Legislative Support

- Grenada Fisheries Act and Regulations (Cap. 108)
- Territorial Seas and marine Boundaries Act #25 1989 {Cap. 318}.

### 2.7.10 Marine Protected Areas (MPA) programme

#### 2.7.10.1 *Responsibilities and Functions*

- Establish and maintain a network of Marine Protected Areas in the fisheries waters of Grenada to fulfil the following purposes:
  - Protect and conserve ecologically sensitive marine habitats
  - Protect and conserve important species and stocks for recruitment purposes
  - Protect, conserve, and manage marine habitat areas important as historical artefacts, etc.
  - Protect, conserve, and manage marine sites important for underwater recreation or as eco-tourism attractions.
- Identify, develop and promote plans for new marine protected areas to be designated.

The MPA programme is expected to become an authority under the Grenada Fisheries Act [Cap. 108], and is expected to operate as an autonomous body directed by a Board of Management drawn from a number of government departments and stakeholder groups appointed by government. It will have an MPA Manager supported by a staff of wardens.

#### 2.7.11 Responsibilities and Functions-- Lands and Survey Division

- Crown Lands Management
  - Make crown lands available for use in satisfying development needs
  - Manage the delivery of lands and payments for lands
- Facilitate Land Policy
  - Advise Government on matters of Lands and Surveys
  - Facilitate Government surveys
- Technical Functions in Support of Law
  - Ensure that cadastral surveys carried out in the state and connected to national control, plans, and records are lodged with Lands and Surveys Department.

#### 2.7.12 Delivery Systems

An organizational chart of the division shows manpower resources available and how they are deployed; the organizational chart of the Ministry shows how the division fits into the Ministry. Functional links exist between Lands/Surveys Division and both Physical Planning Unit, Ministry of Finance, and the Ministry of Legal Affairs Registry.

#### 2.7.13 Legislative Support

- Land Settlement Act [Cap. 161]
- Carriacou Land Settlement and Development Act [Cap. 42]
- Crown Lands Act [Cap. 73]
- Model Farms Corp Act [Cap. 197]
- Town and Country Planning Act [Cap. 322]
- LDCA Act [Cap. 160]

#### 2.7.14 Responsibilities and Function -- Land Use and Water Resources Division

- Land Information System (Computerized)
  - Update and expand Grenada Land Information System (GLIS)

- Enhance road network mapping system for Grenada, digitizing areas and marks
- Revise specific attributes of GLIS
- Train students and develop awareness
- Establish/coordinate land resources data system
- Train Agriculture/Extension Officers in GIS and crop suitability assessment techniques.

#### 2.7.15 Delivery System

An organizational chart of the division shows manpower resources availability and development. Equipment available facilitates the responsibilities and functions outlined above. Strong functional links exist between the land use division and Physical Planning Unit of Ministry of Finance. See Appendix 4 attached.

#### 2.7.16 Legislative Support

- Crown Lands Act [Cap. 73]
- LDCA Act [Cap. 160]

#### 2.7.17 Responsibilities and Functions -- Pest Management Unit

- Plant quarantine and surveillance
- Facilitate reduction in rodents (control)
- Facilitate Integrated Pest Management (IPM) by both projects and coordinated services
- Facilitate exports of non-traditional crops
- Control of mango seed weevil
- Facilitate IPM of banana pests

#### 2.7.18 Delivery System

An organizational structure shows the manpower available for MCS at airports, seaports and other critical control points. Controls by phytosanitary Operations Procedures and Practices are designed for both imports and exports.

#### 2.7.19 Legislative support

Plant Protection Act [Cap. 242].

## 2.8 **Ministry of Works, Communications and Public Utilities**

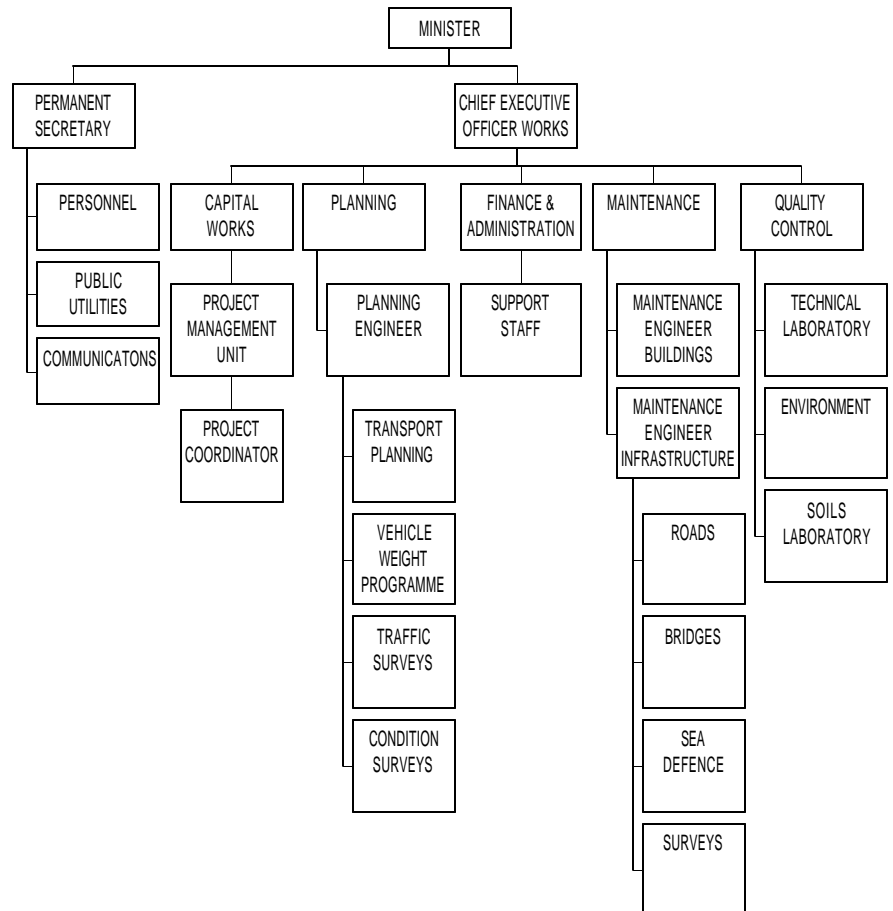
### 2.8.1 Responsibilities and Functions

The ministry's mission "To ensure and facilitate efficient and effective services in the area of infrastructure and the regulation of public utilities for the entire nation by developing and implementing appropriate policies and guidelines" guides the responsibilities and functions below.

- General administration of Ministry

- Planning and development for roads, government buildings, for telecommunications and for public utilities management
  - Maintenance of roads and bridges
  - Maintenance of Government buildings
  - Drainage and control of flooding
  - Coastal protection
  - Maintenance of slope stability and road transport
  - Utilities and telecommunications management
- Planning and development of energy programme
  - Alternative and indigenous sources
  - Encourage prudent management for efficiency, environmental protection and in support of sustainable national development
- Electrical inspection
  - Safeguard people and property by maintaining safety standards
- Central materials laboratory testing
- Projects implementation management

Figure 7. Ministry of Works, Communications, and Public Utilities



### 2.8.2 Delivery Systems

An organisational chart is shown in Figure 7. In addition to normal administration and project implementation functions of the Ministry, specific functions are executed by a number of legally constituted bodies, such as:

- National Water and Sewerage Authority, NAWASA;
- Gravel and Concrete Corporation, GCC;
- National Telecommunications Regulatory Commission, NTRC;
- Grenada Postal Corporation

For such agencies, services are administered by Boards of Management responsible to the Minister.

### 2.8.3 Legislative Support

- Beach Protection Act [Cap. 29].
- Road Act [Cap. 290].
- Post Office Act [Cap 248.]
- Petroleum and Natural Gas Deposits Act [Cap. 240]

## **2.9 Ministry of Works (MOW)-- Grenada Postal Corporation**

### 2.9.1 Responsibilities and Functions

- Postal services to all communities within the state
- Limited telecommunication services
- Limited banking services

### 2.9.2 Delivery System

The Grenada Postal Corp., as a statutory body administered the Ministry of Works, Communication and Public Utilities, through a Board of Management, delivers postal and related services to/from all the main villages in Grenada, Carriacou and Petite Martinique. Deployment of services at Carriacou/Petite Martinique with District Post Offices at Belmont (1), L'Esterre (1), Belvedere (1), Mt. Royal (1), Mt. Pleasant (1), and Sanchez, Petite Martinique (1).

Chain of command: Ministry of Works through Postal Corporation Board of Management through Director of Post through Postal Corporation (with district postal outlets).

### 2.9.3 Legislative Support

- Grenada Postal Corporation, Act.

## **2.10 National Telecommunication Regulatory Commission (NTRC)**

### 2.10.1 Responsibilities and Functions

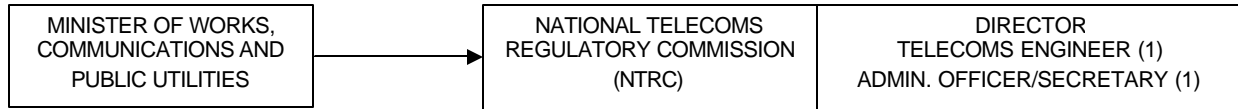
- To give effect to the purposes of the East Caribbean telecommunications Treaty, to ensure that policies and findings of the subcomponent on practices in relation to management of telecommunications are in harmony with those of ECTEL
- To regulate the telecommunications sector in Grenada by undertaking to:
  - manage open entry, market liberalization and competition in telecommunications
  - ensure the widest possible access to telecommunications at an affordable rate in Grenada
  - ensure fair pricing and the use of cost-based pricing methods by telecommunications providers in Grenada
  - ensure fair competition practices by telecommunications providers
  - promote advanced telecommunication technologies and increased range of services.
  - ensure that the public interest and national security are preserved
  - manage the application of appropriate standards



- promote overall development of telecommunication in the interest of sustainable development of Grenada.

### 2.10.2 Delivery Systems

- The NTRC functions through a five person Board of Commissioners and staff as shown below:



### 2.10.3 Legislative Support

- Telecommunications Act # 31, 2000

## 2.11 **Office of Prime Minister (National Security)**

### 2.11.1 Role and Function

- Coordinate the personnel functions of security services to ensure that the security of the state is preserved
- Provide policy direction and administrative support to departments such as police and prisons.

### 2.11.2 Special Arrangement

The Coastal Security Committee A standing committee convened by the Advisor on National Security comprises representatives from Coast Guard; Customs; Port Authority, Fisheries, and others.

## 2.12 **Office of the Prime Minister -- National Emergency Relief Organization,**

### 2.12.1 Responsibilities and Functions

Monitor control and surveillance for delivery of services in the event of disaster on the district or national level.

### 2.12.2 Delivery Systems

The unit operates as a secretariat and coordinates a number of emergency response functions in a network that involves the following:

- Public Education and Information Response Group;
- Damage Assessment Response Group;
- Shelter Administration Response Group;
- Emergency Works and Transport Response Group;
- Emergency Telecommunication Response Group;
- Supplies Management Response Group;

- Health and Welfare Response Group;
- Security and Safety Response Group.

Additionally there is an Oil Spill Response Team comprising Coast Guard (Police) (1<sup>st</sup> Responders), Fisheries Environmental Public Health, Grenada Ports Authority, Shell Antilles Ltd., Texaco Ltd., Grenada Hotel and Tourism Association, Legal Affairs, among others. There is also an Hazardous Materials Team, headed by the Fire Services.

### 2.12.3 Legislative support

Emergency Powers Act [Cap. 88].

## 2.13 Ministry of Prime Minister (National Security) -- Police Department

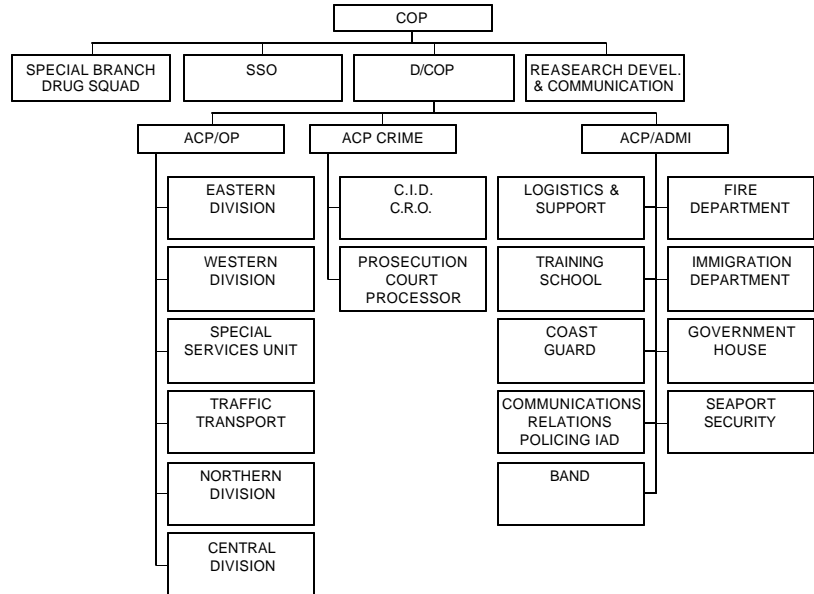
### 2.13.1 Responsibilities and Functions

- Administration of Police Services
- Public order routines
- Public order investigations
- Public order operational support
- Public order special services
- Fire services
- Immigration services
- Port security

### 2.13.2 Delivery Systems

The organizational chart in Figure 8 shows the chain of command and manpower units. The units involved in the overall command of the Police Force include services such as Coast Guard, and Special Services Unit (SSU).

Figure 8. Police Department of the Ministry of Prime Minister



### 2.13.3 The Coast Guard Services

#### 2.13.3.1 *Role and Function*

- Provide public order, maritime support
- Support VIPs and installation of security support
- Protect marine fisheries and natural resources
- First response to disasters
- Combating drug offences
- Ensuring natural security.

#### 2.13.4 The Northern Division, Police (Carriacou and Petite Martinique)

A Superintendent of Police administers all police functions including Immigration, Fire, Traffic, CID, Special Services, and Coast Guard among others with a staff complement of forty-four (44) officers. Command/control comes from Police Headquarters, St. George's.

### 2.14 Ministry of Tourism, Civil Aviation, Gender and Family Affairs and Social Security.

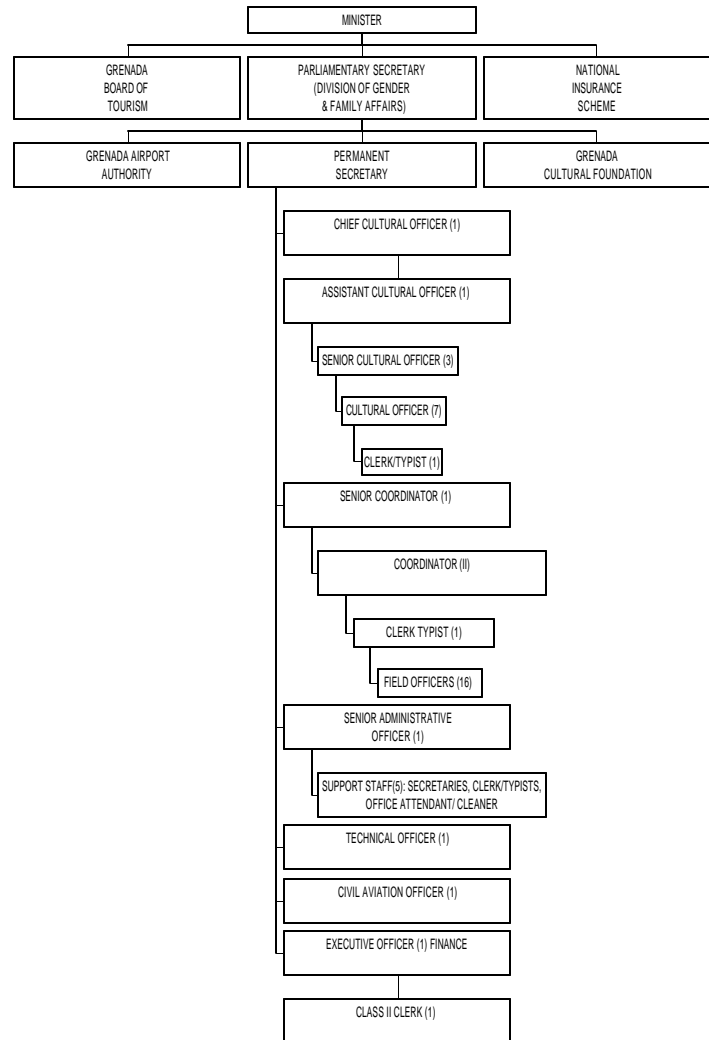
#### 2.14.1 Responsibilities and Functions

- Tourism sector development and product enhancement
  - Facilitate sustainable development of the tourism sector for increasing its contribution to the national economy
  - Improve the tourism product
- Fiscal management and accountability within sector
  - Accounting for funds allocation by Government
  - Maximize human resource utilization and development
- Establishing and maintaining the policy environment
  - Maintain a conducive policy environment and development
- Supporting air transport service
  - Ensure efficient air transport operations and competency of operators and safety
  - Increase bilateral air service agreements with other countries
- National policy on gender services and information
- Maintain social security services with the community

#### 2.14.2 Delivery System

The 'Ministry of Tourism, Civil Aviation, Gender and Family Affairs and Social Security', in terms of core staff, is a small one (Figure 9). However, the allied agencies set up for delivery of its mission cover a wide group of stakeholders. Allied agencies include:

Figure 9. Ministry of Tourism, Civil Aviation, Gender and Family Affairs and Social Security



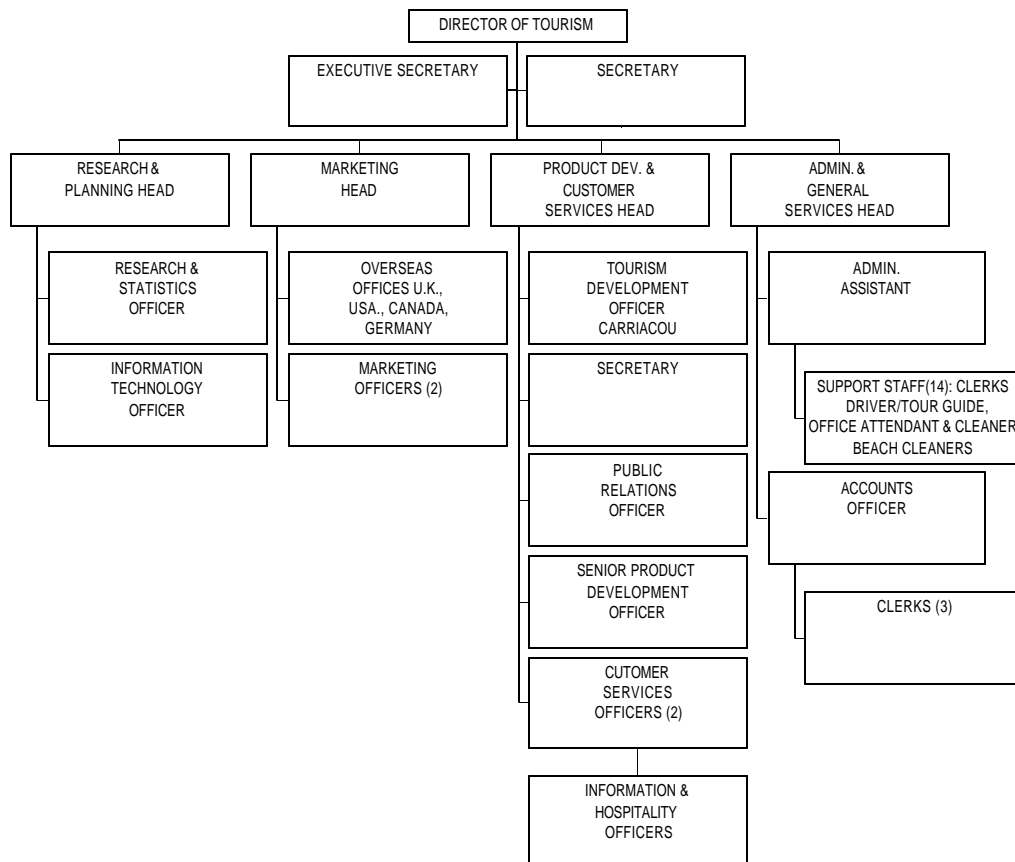
- Grenada Board of Tourism with its links to the Grenada Hotel and Tourism Association, itself allied to and representative of a number of private sector Tourism Services providers (Figure 10);
- Grenada Cultural Foundation (GCF);
- National Insurance Scheme (NIS);
- Grenada Airports Authority (PSIAA).

### 2.14.3 Legislative Support

- Tourism: Tourist Board Act [Cap. 321]
- National Insurance Act [Cap. 205].
- Grenada Cultural Foundation Act # 23, 1998
- Grenada Airports Authority Act # 9, 1985

## 2.15 Ministry of Health and the Environment

Figure 10. Grenada Board of Tourism



### 2.15.1 Responsibilities and Functions

The mission to "Promote, provide and improve the delivery of health care that is appropriate, accessible, equitable and sustainable, utilizing a well-trained staff committed to excellence and professionalism" guides the following responsibilities and functions

- Provide leadership and enabling support for division;
- Ensure Maintenance/development of hospital and other institutional care;
- Health care support for Carriacou/Petite Martinique;
- Promote environmental health and environmental management;
- Promote dental health care;
- Promote community health care services.

### 2.15.2 Delivery Systems

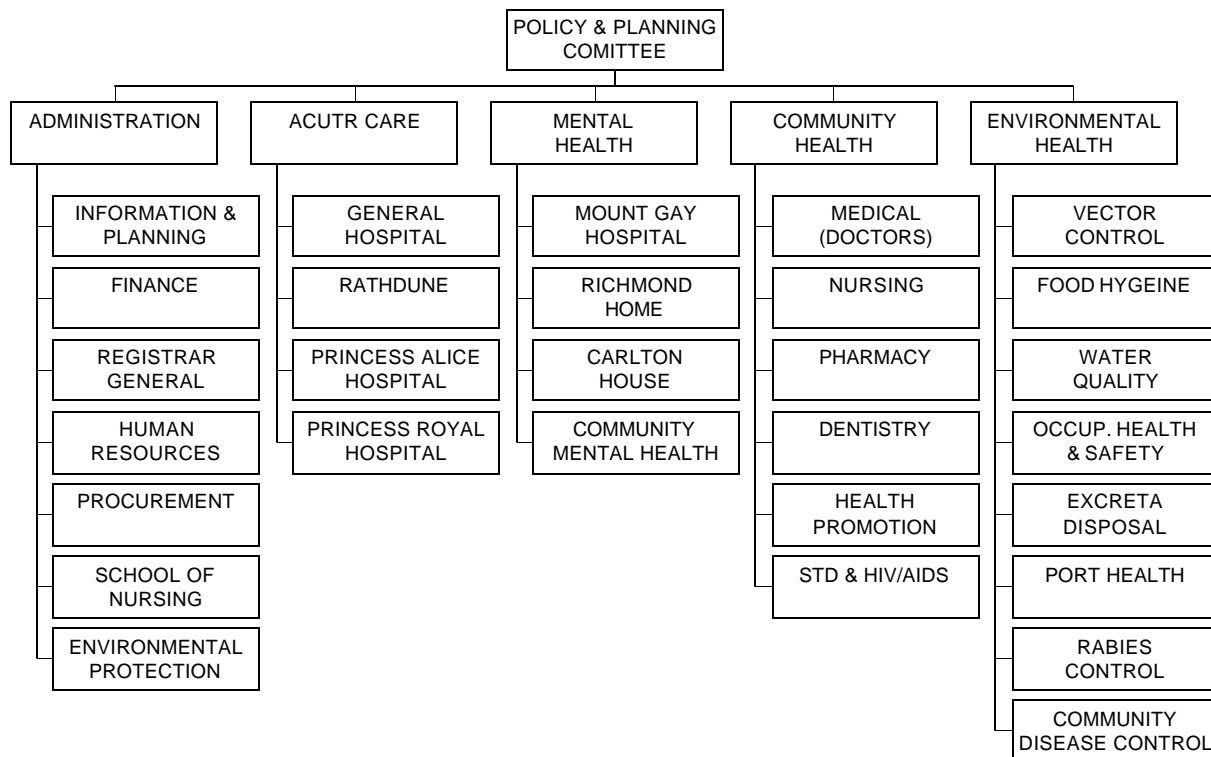
The organizational chart of the Ministry shows how services are administered and delivered (in Figure 11).

### 2.15.3 Legislative Support

- Public Health Act [Cap. 263]

## 2.16 Ministry of Carriacou and Petite Martinique Affairs

Figure 11. Ministry of Health



### 2.16.1 Responsibilities and Function

The mission of the Ministry of Carriacou and Petite Martinique Affairs “To coordinate and facilitate all government related activities and programmes for Carriacou and Petite Martinique” guides the following roles and functions:

- Operations control and staff performance
  - maintain administration of finance, equipment, supply, and management
  - Manage staff conservation and development
- Enhance facilities and services
  - Improve and maintain cultural, sports, and tourism facilities
  - Maintain and enhance infrastructure related to health and their security
- Implement Carriacou/Petite Martinique Development Plan
- Technical support services to farmers and fishers
- Facilitate and maintain development of physical infrastructure (general)
- Develop creativity potential skills of youth as individuals or collectively for the betterment of the nation
- Service the entire community with emphasis on the vulnerable and less privileged so as to improve welfare and quality of life for all

### 2.16.2 Delivery System

The Ministry in its function as Administrator (Coordinator/Monitor) of the special interests of Carriacou/Petite Martinique, commands a relatively small staff of (25) personnel, (8) Administration, (11) Agriculture Extension, and two (2) each for Public Works, Youth/Sports/Culture/Community Development and Housing, Social Security/Family Affairs (Figure 12).

Command and control of various Ministerial activities mostly come from Grenada with a forum of heads of all Government Services convened at the Ministry on a weekly basis.

### 2.16.3 Legislative Support

- Various

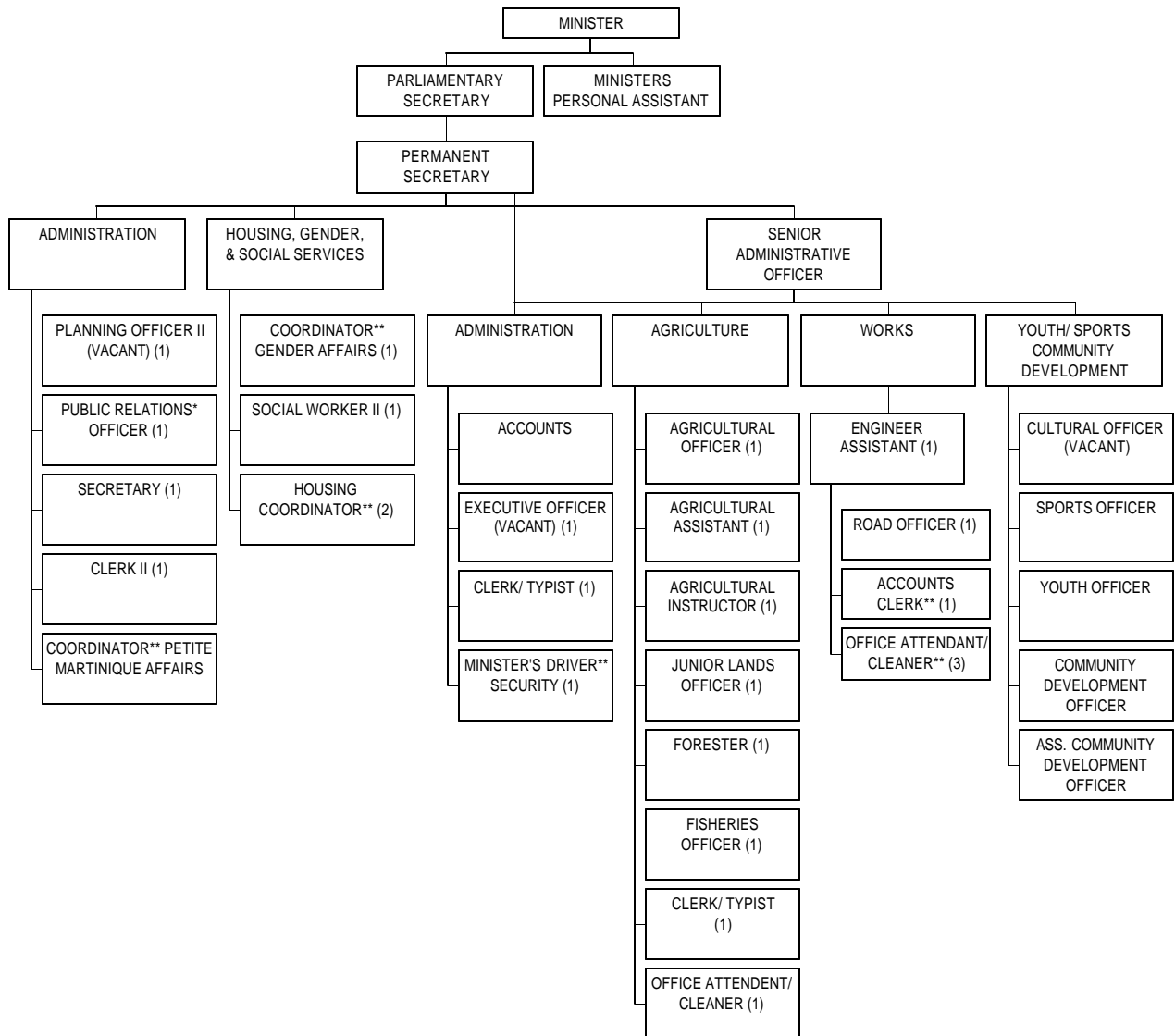
## **2.17 Ministry of Foreign Affairs and International Trade**

### 2.17.1 Responsibilities and functions

The mission of the Ministry, to promote and pursue Grenada’s interest within the community of nations in order to enhance its image and development guides the roles and functions below.

- Institutional strengthening
  - Facilitate greater effectiveness of representation
  - Improve efficiency of services
- Human resource development and training
  - Organize internal and external staff training

Figure 12. Ministry of Carriacou and Petite Martinique Affairs



- Liaise with neighbouring states to foster technical cooperation and business investments
- Diplomatic protocol service
  - Improve standards of services delivery
- Foreign policy and foreign service
  - Operationalize formulated policy and establish foreign policy bureau
  - Prepare foreign services regulations
- Facilitate regional and international conferences
- Heads of mission meeting
- Diplomatic passports
- Strategic review of institution
- International trade

- Negotiations/agreements to promote and protect Grenada’s trade interests
- Coordination and policy implementation of trade and investment and policy decisions
- Trade Information, e.g., provide trade/market and product information to manufacturers and the export sector
- Liaise with Inter-Governmental Organizations, e.g., regional trade promotion organizations
- Liaise with Grenada’s overseas missions and embassies for trade promotion purposes

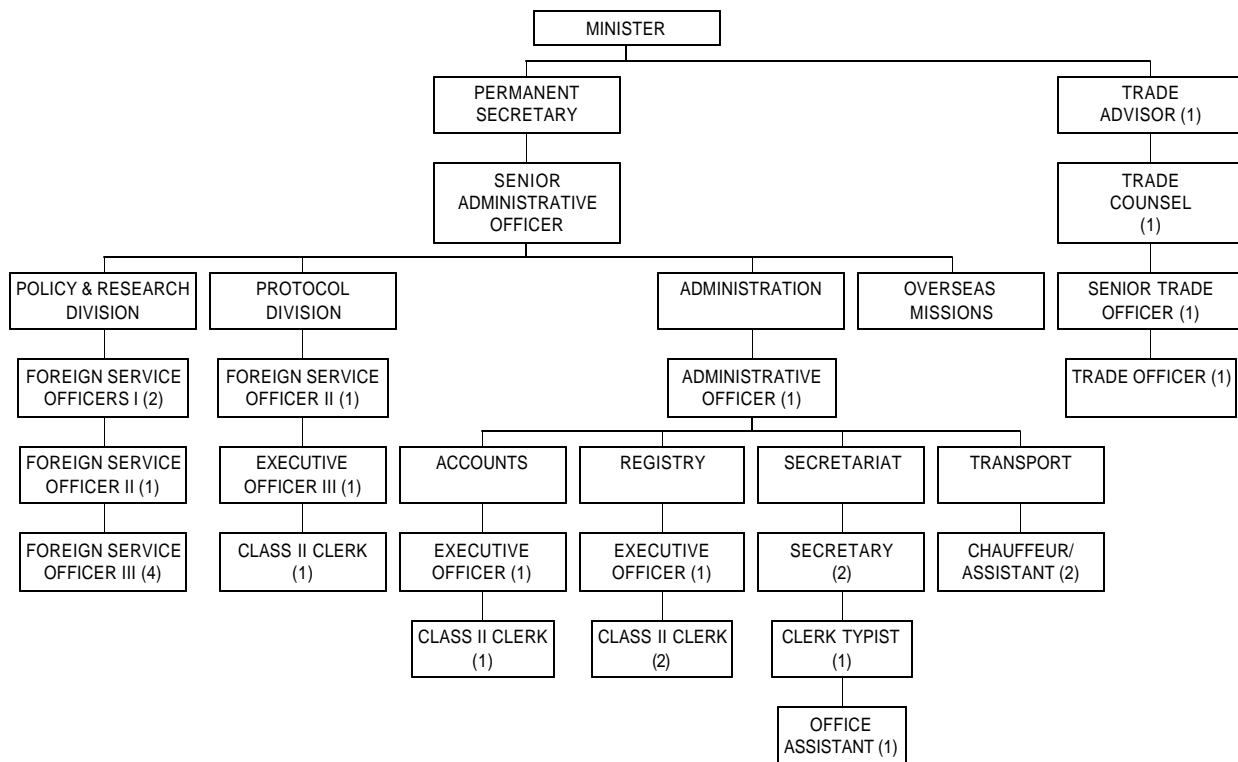
2.17.2 Delivery Systems

The organizational chart of the Ministry shows the manpower available and the avenues for facilitating trade (Figure 13).

2.17.3 Legislative Support

- Extradition Act (People’s Law #38, 1981).

**Figure 13. Ministry of Foreign Affairs and International Trade**





## 2.18 Ministry of Education

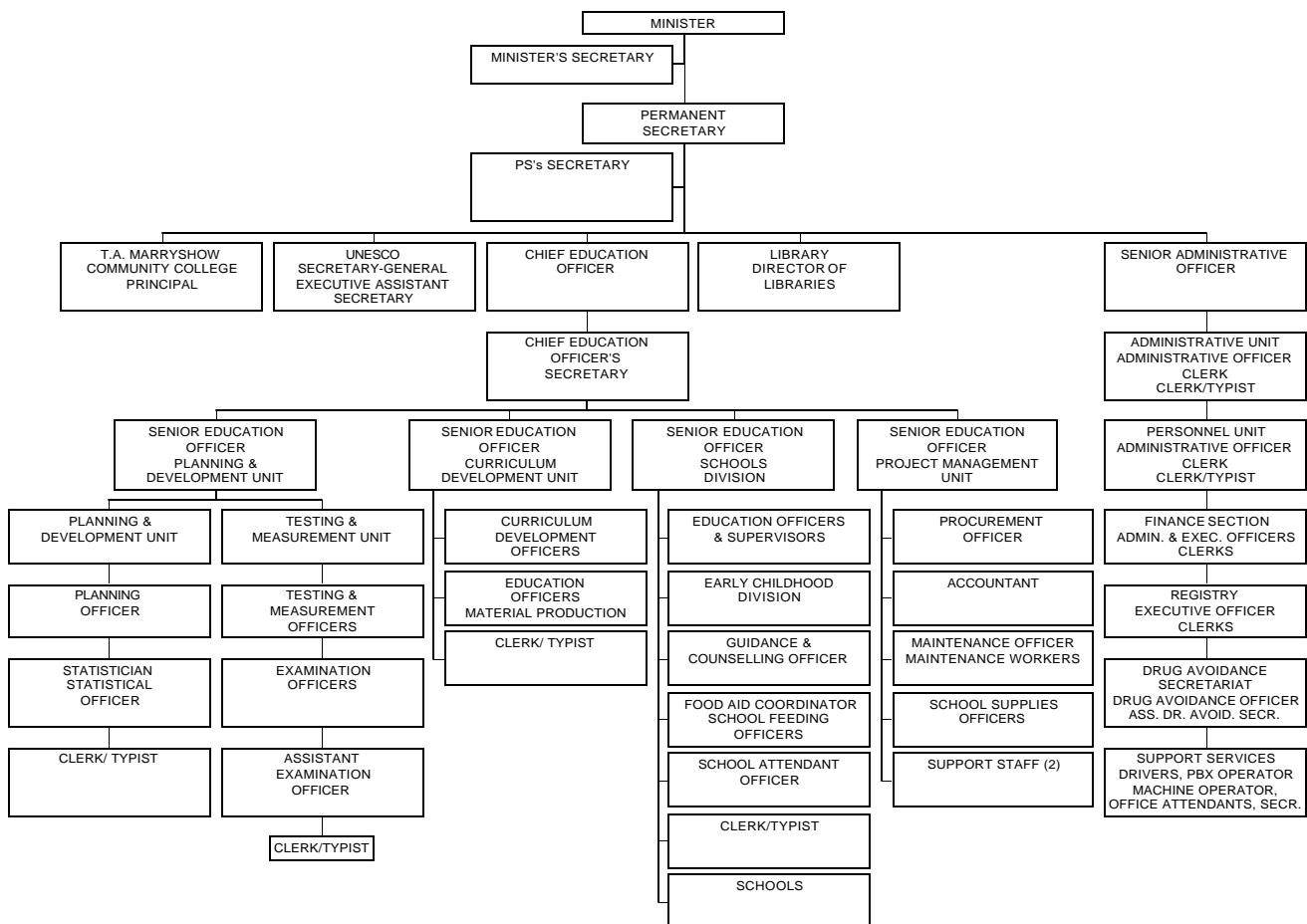
### 2.18.1 Responsibilities and Functions

- Leadership and enabling support to divisions
- Education reform
- Restructuring and reorganization of delivery systems
- Capacity building
- Promotion of education excellence
- Policy issues
- Community outreach and public awareness
- Special support for Carriacou/Petite Martinique operations.

### 2.18.2 Delivery Systems

An organization chart shows how education services are delivered at the pre-primary, primary, secondary, and tertiary levels. Education is free up to the secondary level and at the tertiary level it is highly subsidized (Figure 14).

Figure 14. Ministry of Education



### 2.18.3 Legislative Support

- Education Act [Cap. 84, 85].

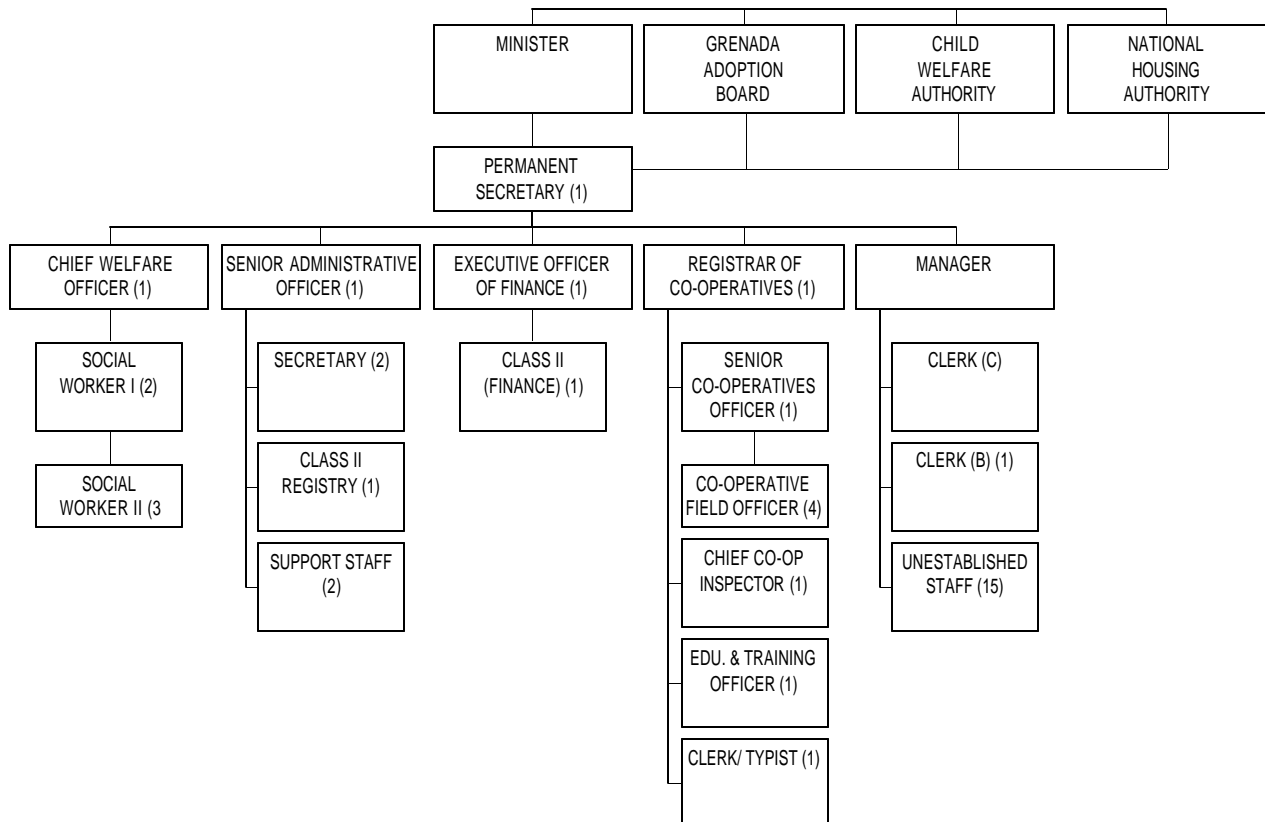
## 2.19 Ministry of Housing, Social Services and Cooperatives

### 2.19.1 Responsibilities and Functions

The mission of the ministry “To facilitate poverty alleviation through the institution of stronger housing and social policies and the development of a vibrant cooperative movement” guides its responsibilities and functions below.

- Leadership and enabling support of divisions
  - Provide administrative support to activities undertaken in the Ministry
- Housing Development
  - Assist with provision of decent and affordable housing for low income earners
- Maintenance of Social Services
  - Support care and maintenance of disadvantaged children and promote their development
  - Provide support for economically deprived senior citizens and the disabled
- Cooperatives Development
  - Strengthen the management of cooperative societies
  - Implement measures ensuring best practices in the cooperating movement.

Figure 15. Ministry of Housing Social Services and Cooperatives.



### 2.19.2 Delivery Systems

See the organizational chart in Figure 15.

### 2.19.3 Legislative Support

- Children's Home Act 1960 [Cap. 45].

## **2.20 Ministry of Youth, Sports, and Community Development**

### 2.20.1 Responsibilities and Function

- Support and Leadership, by providing enabling support services to the divisions of the Ministry
- Youth Development promotion for nation building through youth empowerment and self development
- Sports Development by providing technical services and functional sports facilities enabling citizens to participate in Sports in fulfilment of talent and national development
- Community Development, by providing effective and efficient community services

### 2.20.2 Delivery Systems

An organizational chart shows capability and manpower deployment (Figure 16).

## **2.21 Ministry of Legal Affairs, Local Government and Labour**

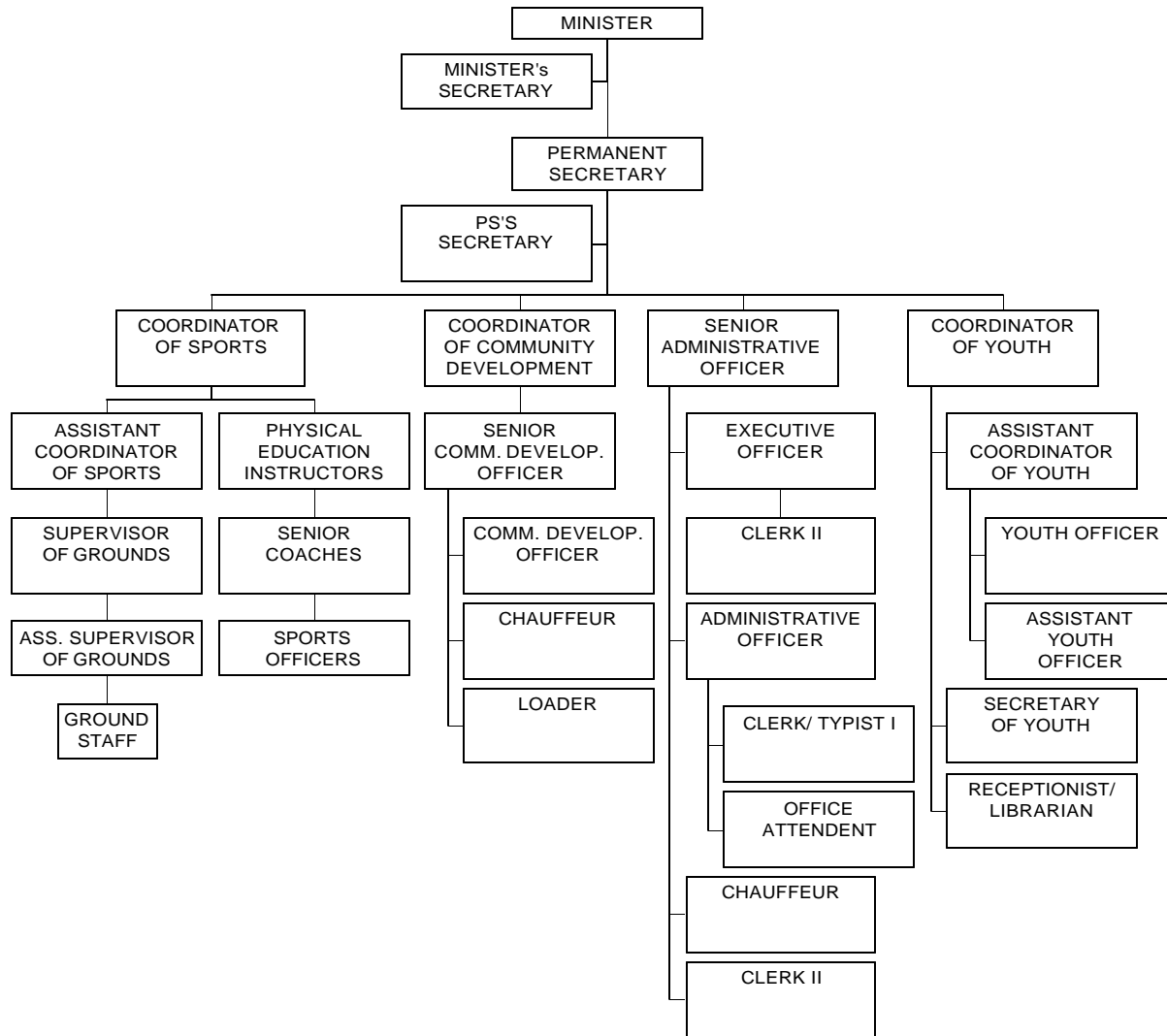
### 2.21.1 Responsibilities and Functions

- Legal Drafting and Support
  - Provide effective draft laws and legal advise so as to ensure smooth and effective and efficient administration of justice within Grenada
- Administrative Leadership and Support
  - Provide enabling support services to divisions within the Ministry
- Labour Relations
  - Promote labour relations
- Local Government
  - Promote national development through a system of local Government.

### 2.21.2 Delivery System

An organizational chart shows various sections of the Ministry and with a core support staff: Legal (14), Local Government (2), and Labour (8), services are administered (Figure 17). Note that related departments of Governance include: Parliament, Supreme Court, Magistracy, Audit, Public Service Commission, and Director of Public Prosecution.

**Figure 16. Ministry of Youth, Sports and Community Development**



## 2.22 Grenada water and sewerage authority (National Water and Sewerage Authority, NAWASA)

### 2.22.1 Responsibilities and Functions

- Protection and management of watersheds used as catchments for water collection and stowage
- Distribution of all potable water in the state
- Administer provisions of the NAWASA Act
- Administer all sewerage disposal within the state

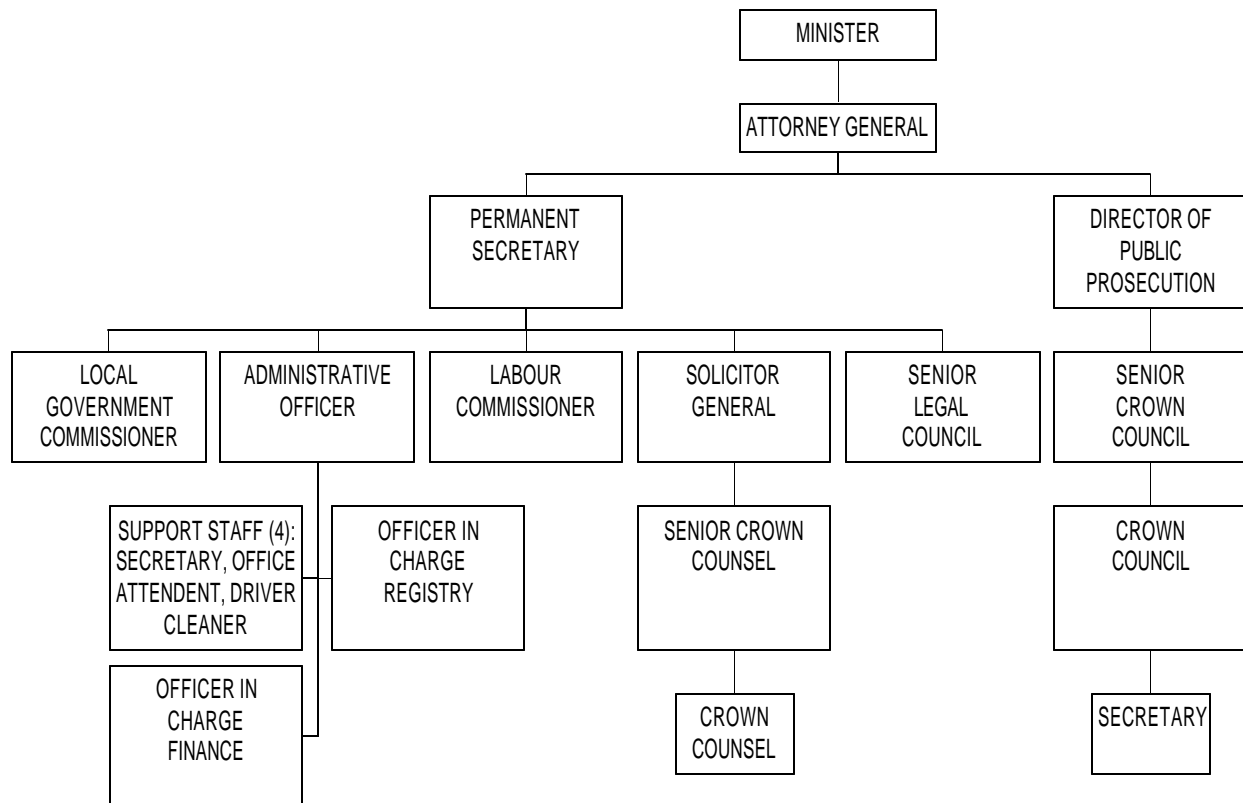
### 2.22.2 Delivery Systems

Although Carriacou/ Petit Martinique does not have island-wide piped distribution a staff of approximately 9 persons maintains delivery of limited services within the district.

### 2.22.3 Legislative Support

National Water and Sewerage Authority Act [cap 208] (amendment and validation; 1996).

**Figure 17. Ministry of Legal Affairs, Labour and Local Government**



## 2.23 Grenada Solid Waste Management Authority (GSWMA)

### 2.23.1 Roles and Functions

- Collection and disposal of solid wastes for all communities of Grenada Carriacou and Petit Martinique
- Maintenance of managed solid waste disposal land fills

### 2.23.2 Delivery Systems

The GSWMA administers a system of solid waste disposal at all communities contracting out collection services: managed solid waste disposal sites are maintained currently under a World Bank project.

### 2.23.3 Legislative Support

Grenada Solid Waste Management Act # 11, 1995

## **2.24 Assessment for Grenada**

### 2.24.1 Findings and Conclusions

This appraisal of government's institutional capacity and arrangements examines established responsibilities, functions, delivery systems and legislative support of agencies in facilitating integrated sustainable development and biodiversity conservation in the Grenadines (SVG/GRN). Existing agencies may be classified according to their relevance to this process (see section 3.2 below). Even though some agencies may be considered as front-line in the process, integrated natural resource management is not currently given sufficient attention by key designated bodies. This is due partly to their current orientation on the one hand, and partly to the limited outlay of resources devoted to resource management concerns. With regards to future prospects for this process, it is evident that planning and implementation should find appropriate avenues within current delivery systems, once such development is clearly shown to be directly connected with the socioeconomic needs and aspirations of people.

This review has found that in the 1990's, the Government of Grenada pursued a determined and deliberate process of public sector (services) reform (KPMG-Peat Warwick, 1994). The goals and purposes at that time were as follows:

- Reorganization of the structure of Government, with reduction in numbers of staff from 6633 (1991) – 5436 (1994)
- Cost reduction of the Public Service, with value for money studies and follow-up system for management
- Privatization through “contracting out” of services

Such measures were pursued and followed up resulting in reduced manpower within Government and also increased efficiency and effectiveness of the staff who remained.

It was also found that in setting the pace for Public Service reform in its appraisal, KPMG Peat-Marwick, classified the scope of Government services as:

- Finance,
- Law and Order,
- External Affairs,
- Social well-being including Education, Health, and Social Services,
- Development of physical infrastructure,
- Management of the Public Service.

Natural resources management is not indicated in this list as a priority area. However, the Government system maintains standard procedures by which oversight, planning, decision-making, and implementation are pursued. Most issues are forwarded to Cabinet where there is a consolidation of decision-making power and authority. Each Ministry is responsible for a number of incorporated or unincorporated statutory bodies so as to manage delivery of services

that are either commercialised or having significant non-Governmental private sector interests involved or both.

Lastly and importantly, it is now a clear matter of public policy that Government agencies at each stage of Government intervention from planning to decision-making to implementation, etc, hold public (stakeholder) consultations. This is widely accepted and followed within the service. However, much is needed by way of formalizing the consultation processes. As this occurs, there will be more avenues for stakeholder involvement.

## 2.24.2 Classification of Governance Agencies

### 2.24.2.1 *Primary Agencies*

The Agencies in this category are of two types. The first type includes some identified by UNDP-UNCHS (1996) as directly related to Physical Planning and Environmental Management, such as:

- Economic Planning Unit (Ministry of Finance/Planning)
- Physical Planning Unit (Economic Planning Unit)
- Land Development Control Authority (Ministry of Finance)
- Ministry of Agriculture and Sub-agencies, e.g. Forestry, Fisheries
- Ministry of Health and sub-agencies, e.g. Solid Waste
- Ministry of Works and sub-agencies
- Ministry of Legal Affairs (Advisory)
- Ministry of Tourism, etc.
- Ministry of Carriacou and Petite Martinique Affairs.

The second type of Primary Governance Agencies include:

- Office of the Prime Minister
- Police Department
- National Emergency Relief Organization (NERO)

Whereas the Physical Planning Unit and the LDCA, are the frontal agencies with authority and responsibility for Physical Planning and Environmental Management, and while they are institutionally linked by statute to the more important Primary Governance Agencies, a number of discrepancies exist. For example, the most effective and most applied legislation for Physical Planning and Environmental Management (of land) is the LDCA Act [Cap. 160], and yet this law has the distinct weakness of not including effective instruments for Environmental Assessments (EA), and Environmental Impact Assessments/Statements (EIA/EIS).

A current draft captioned “Physical Planning and Development Control ‘Bill’ and Environmental Impact Assessment Regulations” is being considered for enactment and promulgation respectively.

The ‘Draft Act’ is expected to replace both the LDCA and Town and Country Planning Acts. The regulations (EIA), when promulgated are expected to give the Physical Planning Unit more instruments for effectiveness toward sustainable development and especially biodiversity conservation and management.

The Ministry of Agriculture, Lands, Forestry and Fisheries, is the second most important agency of Government with respect to land-use development, natural resources management and biodiversity conservation. Although in the past, less active on natural resource management, some important recent events promise more effective action by this Ministry. For example:

- For the first time in 2002, a Chief Technical Officer (Natural resources) had been appointed within the Ministry
- The forestry policy approved by Government 1999 is now being given active support with institutional support and resource enhancement. The other Chief technical Officers being designated for agriculture.
- Greater attention is being given to stock and species protection by the Ministry's active participation in the International Whaling Commission and the CITES process.
- In the master plan for the Ministry of Agriculture formulated in 2002. Explicit and well-planned attention is placed on conservation and management of land forestry and fisheries resources. Hence once the focus has been given to natural resources management within the programme of the Ministry even limited resources will be directed as such. The designation of a CTO (Natural resources) is expected to give fuller effect to the new emphasis.

#### 2.24.2.2 *Secondary Governance Agencies*

The 'agencies' considered secondary to the project process include: Foreign Affairs and International Trade, Sports, Youth and Community Development, Legal Affairs, Labour and Local Government, Education and Housing, Social Services and Cooperatives.

The third ranking agencies important to this process are those administered by the Police Department. These include: Immigration, Civil Security, Special Services, and Coast Guard, with a 'cadre' of forces in the Carriacou and Petite Martinique district. Note however, that support services are always available on-call from the main island as necessary.

The Custom Service, together with Port Authority Unit, maintains port control and Custom and Excise Services. Equally ranked are: Postal Services, Water Supply Services, and General essential Works and Communication Services. The Secondary Governance Agencies will enhance or facilitate the primary ones.

#### 2.24.3 Capacity and Resources Ministry of Carriacou and Petite Martinique Affairs<sup>1</sup>

The Administration and resource support of the Ministry of Carriacou/Petite Martinique Affairs, and of the Ministry of Agriculture, Lands, Forestry, and Fisheries, as the most appropriate line – Ministry for facilitating the process are outlined in brief.

Overall it would seem that the Ministry of Carriacou and Petite Martinique Affairs performs the principal functions of Administrator (Coordinator, Monitor) for most Government services delivered at Carriacou/Petite Martinique.

Judging from staff deployment within the Ministry, Agricultural services could be the only category having a sufficient level of independent operations command/control by this

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<sup>1</sup> Administration shows four (4) Public Officers (i.e. not including Minister and Parliamentary Secretary) expected to impact on development, biodiversity and conservation. Agriculture shows seven (7) Public Officers, potentially authorized to impact on development, biodiversity and conservation. Public Works shows only two (2) Public Officers similarly responsible.



**Table 2. Budget for the Ministry of Agriculture, Lands, Forestry, and Fisheries**

Cost Category	Re-current budget \$'000'E.C (2002)	Capital budget \$'000' EC (2002)	No person -nel	Training qualification DG (Degree) DIP (Diploma)	Responsibility for/ interest in development/ conservation
Administration	2044	6775.0	30	(5) DG	5
Agricultural Engineering	1359.3	8000.0	36	(3)DG/(13) DIP	16
Agronomy	1050	1400.0	36	(5) DG/(2) DIP	7
Agricultural Engineering	659.3	135.0	16	(2) DG/(3) DIP	2
Forestry and National Parks	1356	2393.4	61	(9) DG/(1) DIP	10
Produce Chemistry Lab	314.1	46,0	7	(4) DG	4
Livestock and Veterinary	764	225.0	21	(3) DG/(4) DIP	7
Lands and Surveys	595.1	420.0	17	(4) DG/(1) DIP (equivalent)	5
Fisheries	864.2	1300.9	19	(3) DG/(6) DIP (equivalent)	7
Pest Management	608.5	380.0	14	(3) DG/(9) DIP	12
<b>Total</b>	<b>9,614</b>		<b>287</b>	<b>80</b>	<b>75</b>

Ministry. All other services appear to be resourced from specific Ministries in St. George's and hence command/control is based at such sources. Nevertheless, as Administration and

**Table 1. Human and financial allocation to Ministry Carriacou and Petite Martinique Affairs (2002)**

Cost Category	Re-current Budget \$'000' EC	Capital Budget \$ '000' EC	No. of Personnel (2002)	Training Qualifications DG (Degree) DIP (Diploma)	Responsibility for/Interest in development/ Conservation
Administration	741.8	2388.8	8	4DG/DIP (Equivalent)	4
Agriculture	666.9	520.0	11	1DG / 2 DIP	7
Public Works	353.7	1500.0	2	1 DIP	2
Youth, Sports Culture, Community Development	130.8	296.0	2	-	0
Housing, Gender, Social Security, Family Affairs	529.3	1359.8	2	-	0
	<b>2422.3</b>	<b>6064.6</b>	<b>25</b>	<b>8DG/DIP</b>	<b>13</b>

Leadership at the Ministry of Carriacou and Petite Martinique Affairs convenes an institutionalized weekly consensus-building/consultation forum consisting of all heads of delivery services such as Police, Health, Social, Community, Agriculture, etc.

In general, the modus operandi is that principal Ministries are requested by Ministry of Carriacou and Petite Martinique Affairs to provide/perform non-routine services that the Carriacou/Petite Martinique Ministry does not have expertise or resources to deliver.

## 2.25 Conclusion

Whether as primary or as secondary government departments relevant to the overall issue of development and biodiversity conservation in the Grenada Grenadines, line ministries of the central government exercise considerable command/control with respect to services delivered in the Carriacou and Petit Martinique district. Even as this may be so however, the Ministry of Carriacou and Petit Martinique Affairs as a composite of line- ministries in fact initiates all planning and conducts all oversight of delivery of such services within the district. This planning and coordination of services is effectively supported through an institutionalized consultation of heads of government units representative line ministries together with core district ministry staff held on a scheduled basis.

In spite of the role of the Ministry of Carriacou and Petit Martinique Affairs as the official first point of reference for any initiative related to development and biodiversity conservation within the Grenada Grenadine district, it is for practical reasons that key line ministries within central government must be similarly treated with the need for similarly referencing central government agencies has to do with the location of expertise, authority and obligations of technical persons that are resident at line ministries in Grenada. For example, for most operations and functions, the principal authorized officer resides on the main-island and invariably delegates circumscribed duties to district officers. Hence even as authority maybe delegated to agents in the grenadine district, nevertheless capabilities for delivering the fuller range of services may be constrained. Such circumstances dictate that major initiatives that may stem from this first phase process would necessarily have to treat with central government line ministries as much as with the district ministry of Carriacou and Petit Martinique affairs; Carriacou and Petit Martinique have no local government. Tables 1 and 2 highlight the differences in capabilities and specialties with agriculture services as exemplary of how expertise is located within government, Carriacou/ Petit Martinique versus Grenada main island

### **3 PROFILES OF GOVERNANCE AGENCIES IN ST. VINCENT AND THE GRENADINES**

#### **3.1 Ministry of Finance, Planning and Development**

##### 3.1.1 Responsibilities and Functions -- overall

The ministry's mission "To foster, formulate and implement sound fiscal, financial policies geared towards the sustained social and economic development of St. Vincent and the Grenadines." guides the responsibilities and functions below:

- Budget Research and Policy
- Accounting
- Central Planning
- Undertaking Census and Surveys
- Maintenance of the Administration Centre
- SVG Offshore Finance Authority
- Contributing to Regional Organisations
- Customs and Excise Department
- Inland Revenue Department
- Pensions and Retirement Benefits
- Servicing of Internal/External Debt

##### 3.1.2 Special Priorities for 2001/2002

- Formulate a revised Medium Term Economic Strategy Paper for the period 2002-2004.
- Assist the Ministry of Social Development in the formulation and implementation of a Social Development Strategy with emphasis on providing funding for programmes geared at poverty eradication.
- Publish the Physical Development Plan.
- Complete a detailed review of the economy.

##### 3.1.3 Legislative Support

- Customs & Excise Control & Management Act #14/ 1999
- Town & Country Planning Act # 45, 1994

##### 3.1.4 Statutory Bodies

- The National Economic and Development Council (NESDC)
- The Tripartite Committee
- The Custom Appeal Board
- Physical Planning & Development Board, include;
  - St. Vincent and the Grenadines Electricity Company (VINLEC)

- Central water and Sewerage Authority (CWSA)
- Housing and Land Development Board

### 3.1.5 Changes to Institutional Arrangements

- Modernising and improving the administrative efficiency of the Property Tax System and in particular by converting to a Market Value Based System.
- Conducting a diagnostic study of the Customs and Excise Department in order to determine the administrative reforms that are necessary.
- Strengthening of the institutional framework for addressing economic and social development issues and for the involvement of civil society in these issues by:
  - establishing an economic advisory council- the National Economic and Development Council (NESDC).
  - establishing the Cabinet Committee on the Economy to undertake quarterly reviews of the economy.
  - the development and implementation of a project monitoring system at the Central Planning Division.
  - a mid-term evaluation of the Medium Term Economic Strategy Paper (MTESP)
  - formulating a National Social Policy Paper, a draft of which has been submitted to NESDC for feedback.

### 3.1.6 Responsibilities and Functions – General Administration

- To function as a decision- making and priority setting system in Government's budget and planning process.
- To supervise the operations of the following Departments: Accounting Division, Inland Revenue, Customs and Excise and Central Planning Division.
- To provide centralised personnel management and financial administration services to the entire Ministry.

## **3.2 Ministry of Finance, Planning and Development– Central Planning Division**

### 3.2.1 Responsibilities And Functions

- Preparation, updating and monitoring of all national development plans.
- Negotiation of external financial and technical assistance required for plan/project implementation.
- Monitoring, evaluating and reporting on plan/project implementation.
- Preparation of annual Capital Estimates.
- Preparation and publication of Statistical Reports.
- Inter- ministerial co-ordination of planning and development activities.

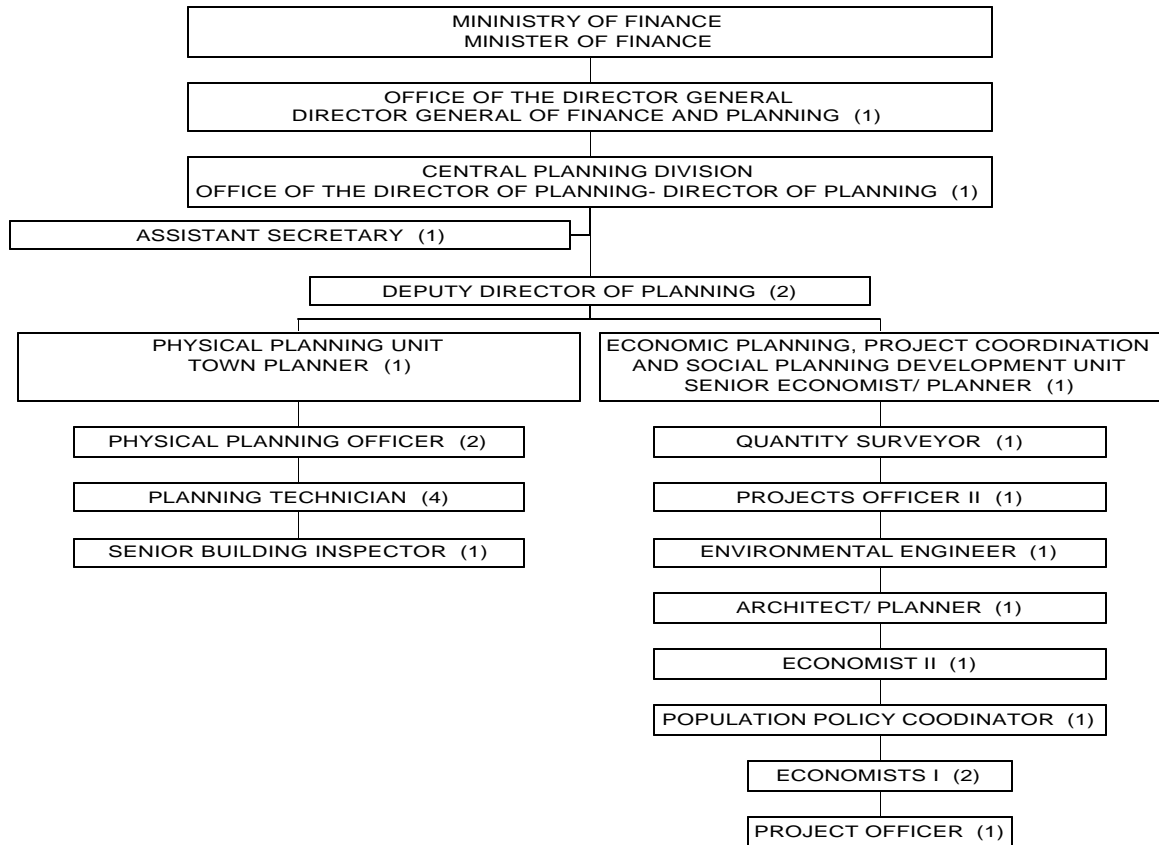


Figure 18. Ministry of Finance, Central Planning Division.

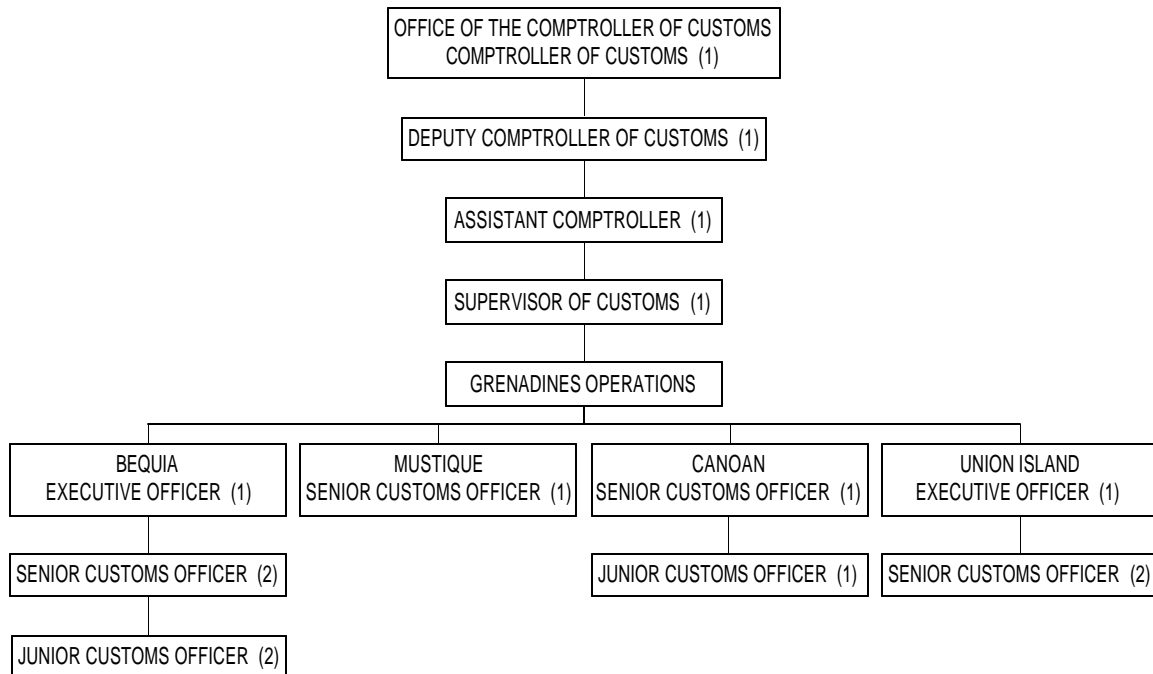
### 3.3 Ministry of Finance, Planning and Development– Customs and Excise Department

#### 3.3.1 Responsibilities and Functions

- The assessment and collection of Customs Duties on commodities imported into the State.
- Assisting in the formulation of policies under the Custom Management Act, Customs and Excise Laws, Consumption Duty Act and any other legislation pertaining to Customs.
- Customs and Excise preventive work.
- Agency duties in respect of health, plant and animal protection.
- General supervision of all Customs areas and bonded Warehouses

#### 3.3.2 Capacity- Key Technical/ Professional Positions

See Figure 19.



**Figure 19: Ministry of Finance, Customs & Excise Department.**

### 3.4 Ministry of Agriculture, Lands and Fisheries

#### 3.4.1 Responsibilities and Functions -- General

The ministry’s mission “To actively create the enabling environment for the entrepreneurial drive of farmers, fisher folk and other related groups to increase agri-food production, processing and marketing, thus increasing employment, rural income, food security and foreign exchange earnings, while ensuring the efficient utilization and sustainability of the Nation's natural resources” guides the responsibilities and functions below:

- Agricultural Planning
- Forestry Division
- Animal Health and Production
- Exotic Pest Control
- Research and Development

#### 3.4.2 Special Priorities for 2001/2002

- Institute measures to have St. Vincent and the Grenadines re-certified for exporting fish to the European Market, a project to facilitate the re-authorisation of fish exports was submitted to the European Union for funding.
- Institute measures to protect the forest environment through maintenance of 100 miles of forest boundary and forest trails.

- License and Register at least five hundred and forty (540) vessels and one thousand (1,000) fishers.
- Determine potential health benefits of pilot whale oil.
- Complete cetacean - sighting surveys.
- Implement Fisheries frame survey.
- Implement joint production/marketing programmes on vegetable, pork and poultry with St. Vincent Marketing Corporation, hospitality industry and the management of the Taiwanese Fishing Fleet.

#### 3.4.3 Legislative Support

- Banana Act (revised)
- Plant Protection Act
- Wildlife Protection Act 1987 (revised)
- Fisheries Act, Cap 52 of 1986 (revised)
- High Seas Fishing Act (2001)
- Maritime Areas Act 1982 (Foreign Affairs)
- Agricultural Act Cap 30 1984
- Exportation of Produce Act
- Forest Act 1945 (revised)

#### 3.4.4 Statutory Bodies

- Arrowroot Industry Association (AIA)
- Banana Growers Association
- St. Vincent Marketing Corporation

#### 3.4.5 Changes to Institutional Arrangements

- Proposed establishment of a new administrative centre at Campden Park
- Operationalise all Fisheries Centres under Fishing Co-operatives
- Relocate the Ministry's Administration Building.
- Planned restructuring of the Banana Industry.
- Proposed restructuring of the St. Vincent Marketing Corporation

#### 3.4.6 Government/NGO Partnerships

- Windward Islands Farmers Association

#### 3.4.7 Responsibilities and Functions- General Administration

The Ministry is the institutional body of the State responsible for the formulation, articulation and implementation of all policies and plans relating to Agriculture, Land & Fisheries. The funds provided under this account are intended to cover costs of salaries and other administrative costs in respect of:

- Coordination and appraisal of all programmes of the various departments and sections within the Ministry.

- Maintenance of communication and contact with local, regional and international bodies affecting the functions of the Ministry.
- Administration of revenue and expenditure transactions approved by Parliament.

#### 3.4.8 Responsibilities and Functions- Agricultural Planning Unit

- Assist the Ministry in the development of policies for the agricultural sector and to transform these policies into programmes and projects.
- Co-ordinate the development of the sector plan and Ministry's diversification programme.
- Assist in the identification, preparation, execution, monitoring and control of all the Ministry's capital and technical assistance projects.
- Provide technical assistance to the Ministry in project preparation, programme planning and budgeting.
- Assist in market identification and provide market information/intelligence to the farming community.
- Responsible for the collection, compilation, analysis, storage and dissemination of all data/statistics on the agricultural sector.

#### 3.4.9 Responsibilities and Functions - Agricultural Administration

- Execution of policy.
- Formulation of strategies and co-ordination of Projects and Programmes.
- Direction and control over the various Divisions within the Department of Agriculture.

#### 3.4.10 Responsibilities and Functions- Forestry Division

- This programme provides for the formulation, implementation and monitoring of Government's Forestry Policies with regard to:
  - The protection of forest reserves and wildlife and their habitats and more particularly the St. Vincent Parrot.
  - Extension works in nursery and silviculture.
  - The policing of State forests for the protection of the flora and fauna.
  - The demarcation and maintenance of forest boundaries.
  - The utilisation of forest resources.

#### 3.4.11 Responsibilities and Functions - Fisheries Division

- To implement the Fisheries Development Programme by providing the following services:
  - The transfer of modern artisanal technology to the fishermen.
  - Teaching the elements of navigation required in operating larger, improved fishing vessels.
  - Carrying out fisheries research generally, locating and charting fishing banks, data gathering and stock assessment.
  - Monitoring and maintaining coastal marine reserve areas.



#### 3.4.12 Responsibilities and Functions - Recreational Sites

- This programme provides for costs associated with the maintenance of the following recreational sites:
  - a) Owia Salt Pond; (b) Petit Wallibou/Trinity Falls; (c) La Soufriere, (d) Vermont Nature Trails/Nature Centre; (e) Wallilabou Fall; (f) Richmond Beach; (g) Baleine Falls; (h) Tobago Cays; (I) Black Point Tunnel; (j) Fort Charlotte; (k) Beaches
- The promotion of Eco-Tourism throughout St. Vincent and the Grenadines.
- The promotion of the need to conserve and preserve natural resources.
- The creation of an awareness of the importance of sustainable development through environmental education.

#### 3.4.13 Responsibilities and Functions - Botanic Gardens

- To maintain the Botanic Gardens as a Tourist attraction.
- To establish the Gardens as a site for in-situ and in-vitro propagation.
- To establish and maintain the Botanic Gardens as a Germplasm Bank.
- To maintain the national heritage and aesthetics of the Garden.
- To manage and maintain in an efficient manner the resources of the Botanic Gardens.

#### 3.4.14 Responsibilities and Functions - Soil and Water Conservation

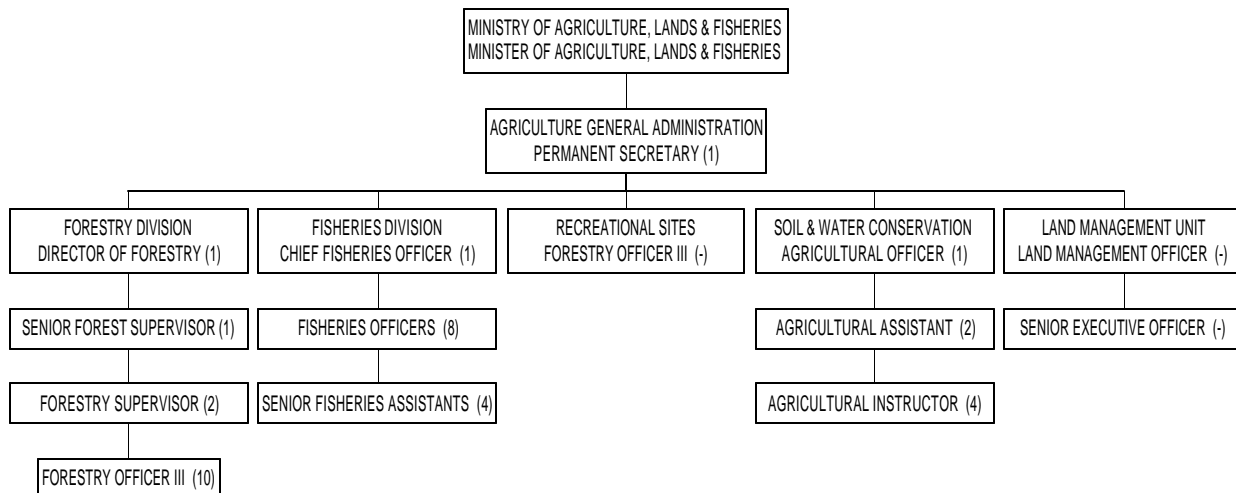
- This programme provides for the rehabilitation and preservation of the soil and water resources of the State through the application of suitable conservation techniques.

#### 3.4.15 Responsibilities and Functions - Land Management Unit

- This programme provides for staffing and operating expenses for the Land-Management Unit. The primary functions are as follows:
  - To supervise the sub-division of estates owned by the Government of St. Vincent and the Grenadines.
  - To oversee the distribution of sub-divided estates to small farmers.
  - To ensure that all the necessary infrastructural development are put into place.
  - To assist with the preparation of leases and collection of rents.
  - To prevent squatting and vandalism of lands.

#### 3.4.16 Capacity- Key Technical/ Professional Positions

See Figure 20.



**Figure 20. Ministry of Agriculture, Lands and Fisheries.**

## 3.5 Ministry of Tourism and Culture

### 3.5.1 Mission, Responsibilities and Functions

The Ministry's mission "To position St. Vincent and the Grenadines as a diverse, globally competitive tourism destination through effective planning, management and sustainable use of the natural and cultural resources of the country; while facilitating the preservation of the cultural heritage as a vehicle for instilling national pride and forging national identity" guides the responsibilities and functions below:

- Tourism Promotion
- Overseas Representation in New York, London, Toronto, Dallas, French WI, Barbados and Miami
- National Parks
- Botanic Gardens

### 3.5.2 Special Priorities for 2001/2002

- Increase annual visitor air arrivals by three (3%) over 2000 arrivals.
- Re-introduce training programmes for industry personnel such as the Department of Tourism Tour Guides, Immigration Officers and Taxi Drivers.
- Revise the standards for the tourism sector, developing occupational standards, and creating an inspection system for tourist accommodation, this process will include the preparation of Draft parent law under the STATVET Project.
- Document the National Tourism Policy to include a Cruise Tourism Policy for St. Vincent and the Grenadines.
- Introduce a Licensing System for Tour Guides and Taxi Drivers.
- Enhance the focus and cohesiveness of the national marketing and promotions programme for St. Vincent and the Grenadines.

### 3.5.3 Changes to Institutional Arrangements

- Re-organise the internal structure of the Department of Tourism. Five distinct units have been set up and two middle level managers have been recruited.
- Have the proposed National Parks Authority develop appropriate systems for the management of recreational sites and attractions.
- Establish the National Parks, Rivers and Beaches Authority.
- Appoint Public Relations Agencies in the United Kingdom and Canada.

### 3.5.4 Responsibilities and Functions - General Administration

- This programme is to facilitate the overseas management and day-to-day operations of the Ministry of Tourism and Culture.

### 3.5.5 Responsibilities and Functions - Tourism Administration

- The Department of Tourism is responsible for the management and control of Tourism in St. Vincent and the Grenadines. It also liaises with all tourism-related organisations, e.g. Hotel Association, Taxi Drivers' Association, Airlines, Tour Operators.

### 3.5.6 Responsibilities and Functions - Department of Culture

- To instil National pride and as a corollary to develop greater Social discipline and commitment to nation building.
- To preserve and conserve our cultural heritage.
- To inculcate an appreciation for, and understanding of, the cultures of the Caribbean.
- To stimulate our creative potential.
- To establish appropriate institutions.
- To inculcate an appreciation for, and respect for, the aesthetic and functional value of our surroundings.

### 3.5.7 Capacity- Key Technical/ Professional Positions

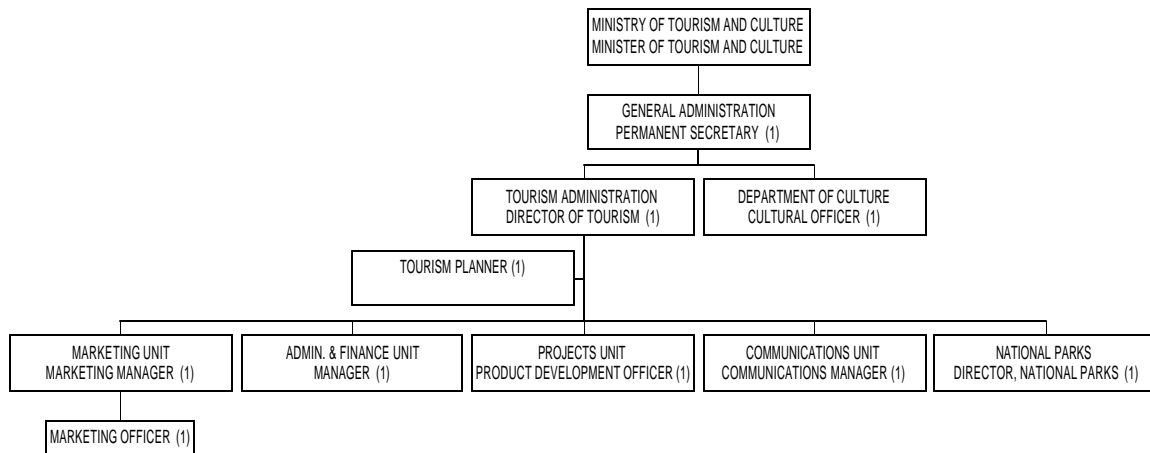
See Figure 21.

## **3.6 Ministry of National Security, the Public Service and Air and Sea Port Development**

### 3.6.1 Mission, Responsibilities and Functions

The ministry's mission "To develop and maintain a peaceful, safe and secure environment; to promote an efficient Public Service and to continue the development of Air and Sea Port Facilities conducive for Investment, Economic and Social Development" guides the responsibilities and functions below:

- Police, Fire and Coast Guard Services
- Prison System
- Airports



**Figure 21. Ministry of Tourism & Culture.**

### 3.6.2 Special Priorities for 2001/2002

- Reduce crimes through the encouragement of inter-alia, and neighbourhood watches in other communities throughout the State, including Bequia, Villa and Cane Gardens.
- Construct Police Stations at Biabou and Canouan.
- Establish Forensic and Computer Laboratories.
- Complete the Union Island Coastguard Base and provide the necessary staff at Coastguard Bases at Union Island and Bequia.
- Commence work on a new prison.

### 3.6.3 Statutory Bodies

- the Maritime Commission- to enhance the regulatory supervisory framework of the Internal Ship Registry.

### 3.6.4 Changes to Institutional Arrangements

- Establish a Human Resource and Planning Department.
- Enhance the intelligence gathering capabilities of the National Joint Headquarters (NJHQ)
- Develop a management information system to improve operational efficiency
- Establish White Collar Crimes and Financial Intelligence Units.
- Establish an Advisory Committee on Performance Management.
- Establish a Tourist Police Unit.

### 3.6.5 Government/NGO Partnerships

- Neighbourhood Watch Schemes in Sion Hill/Bay Hill, Layou/Buccament and Indian Bay/Villa areas.

### 3.6.6 Responsibilities and Function - Airports

This programme is concerned with the operation of Air Traffic Control, maintenance of Airports, including electrical and electronic installations, and the provision of Meteorological Services. It also provides for Security and Passenger Screening Services in accordance with international requirements.

## **3.7 Office of the Prime Minister**

### 3.7.1 Responsibilities and Functions

The ministry's mission "To provide leadership in the coordination and supervision of the business of Government, through careful planning and implementation of all programmes and policies in an efficient transparent and effective manner, consistent with good governance" guides the responsibilities and functions below:

### 3.7.2 Responsibilities and Functions- General Administration

- To formulate policy for all Departments within the Prime Minister's Portfolio.
- To perform the functions of Secretariat to the Cabinet.
- To maintain the official Residence of the Prime Minister and Shrewsbury House.

### 3.7.3 Responsibilities and Functions- Northern Grenadines Administration

- To provide for the collection of Government revenue in the Northern Grenadines.
- To provide the following services to the Northern Grenadines: Postal, Port and Customs, Registry and Treasury.

### 3.7.4 Responsibilities and Functions - Southern Grenadines Administration

- To provide for the collection of Government Revenue in the Southern Grenadines.
- To provide the following services to the Southern Grenadines: Postal, Port and Customs, Treasury and Registry.

### 3.7.5 Special Priorities for 2001/2002

- Begin construction work Emergency Operations Centre
- Develop a new Disaster Plan for St. Vincent and the Grenadines
- Establish a National Hazard Mitigation Council.
- Construct a new reservoir at Clifton, Union Island.
- Deliver better quality services in a range of areas to the people of the Grenadines.
- Proceed apace with constitutional reform.

### 3.7.6 Statutory Bodies

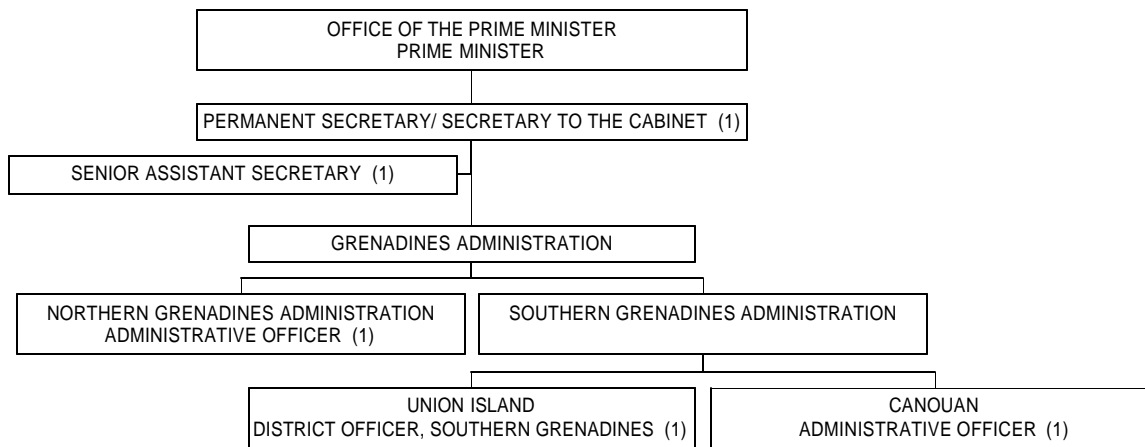
- the Select Committee of Parliament
- the social partners- consulted with on the Protection of Employment Act No. 16 of 1980
- the Wages Council- to co-ordinate submissions on the revision of all Labour Laws

### 3.7.7 Changes to Institutional Arrangements

- Relocate the Department of Labour.
- Relocation of the Government Printery.
- Restructure the Agency for Public Information.
- Introduce computerisation and networking systems into the administration system of the Grenadines, to simplify access to information on the mainland and the issuance of certificates.
- A commitment to Local Government in the Grenadines, particularly with NGO involvement as an integral component.
- Ensuring special provisions evolve for Local Government for the Grenadines in the overall process of establishing Local Government in St. Vincent and the Grenadines.

### 3.7.8 Capacity- Key Technical/ Professional Positions

See Figure 22.



**Figure 22. Office of the Prime Minister**

### 3.7.9 Changes to Institutional Arrangements

- A possible expansion of administration in the Southern Grenadines, particularly for Canouan, which has seen rapid development. This could include the posting of an Administrative Officer, to reduce reliance on Union Island.
- Introduce computerisation and networking systems to access information on the mainland and issue certificates.

## **3.8 Ministry of Social Development, Cooperative, the Family, Gender and Ecclesiastical Affairs**

### **3.8.1 Responsibilities and Functions Overall**

The Ministry's mission "To provide the appropriate mechanisms and social services aimed at strengthening and sustaining individuals and communities with specific focus on poverty alleviation, gender and family empowerment, participatory local government, Co-operative and spiritual well-being/ upliftment" guides the responsibilities and functions below:

- Co-operatives
- Family Services
- Local Government
- Community Development
- Handicraft
- Non-Formal Skills Training
- Gender Affairs
- Liberty Lodge Training Centre

### **3.8.2 Special Priorities for 2001/2002**

- Register three (3) Producer and two (2) Fishing Co-operatives.
- Conduct at least six (6) community consultations on the re-introduction of Local Government in St. Vincent and the Grenadines.
- Establish a Commission to advise on the re-introduction of a participatory system Local Government.
- Formulate a Social Development Policy Framework.

### **3.8.3 Legislative Support**

- Local Government Ordinance 1950's

### **3.8.4 Changes to Institutional Arrangements**

- the proposed establishment of a Social Development Unit.

### **3.8.5 Responsibilities and Functions - General Administration**

- Providing some centralized services in Accounting and Personnel Administration for the Ministry and its other agencies.
- Responsibility for the formulation of policies in the areas of Social Development; Co-operative Development; Community Development; Family and Gender Affairs, non-formal Skills Training; Local Government.

### **3.8.6 Responsibilities and Functions - Co-operative Division**

- To promote the establishment and development of Co-operatives.
- To supervise such societies in conformity with the relevant legislation
- To audit accounts of Co-operatives

### 3.8.7 Responsibilities and Functions - Local Government Division

- To articulate Government's policy on Local Government.
- To ensure that local authorities function within the ambit of the law and within policy guidelines.
- To ensure that local authorities maintain proper accounting of revenue and expenditure.
- To serve as a contact point between local authorities and other Central Government Agencies to which they must relate.

### 3.8.8 Responsibilities and Functions - Community Development

To facilitate national development through the involvement of communities and people in a search for improved living for themselves and their communities.

### 3.8.9 Capacity- Key Technical/ Professional Positions

See Figure 23.

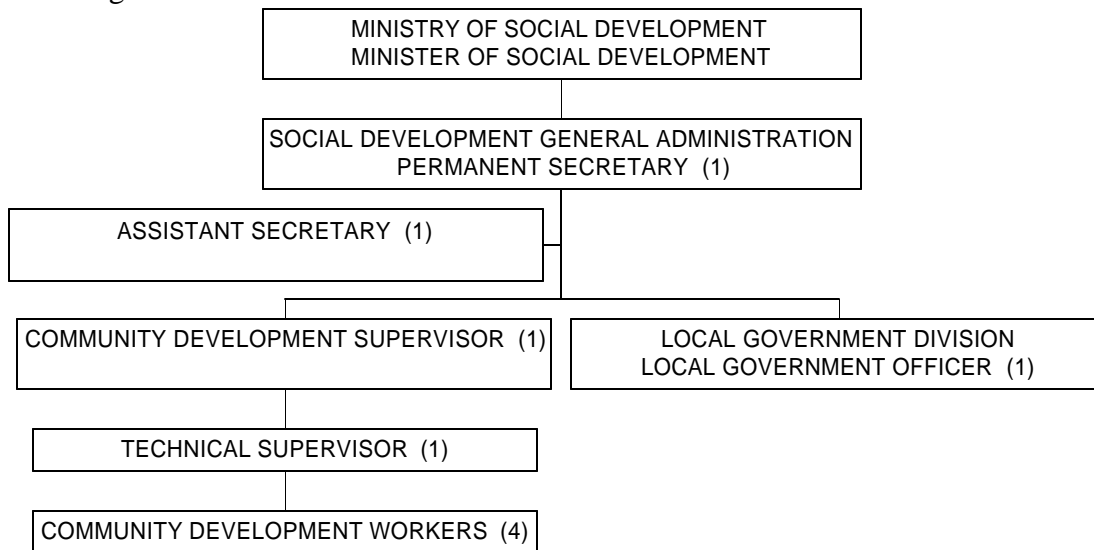


Figure 23. Ministry of Social Development, Cooperatives, the Family, Gender and Ecclesiastical Affairs

## 3.9 Ministry of Health and the Environment

### 3.9.1 Responsibilities and Functions

The ministry's mission "To provide universal, equitable, quality, sustainable, comprehensive primary, secondary and tertiary health care, and health education services to the population; to promote sustainable development of the environment and its natural resources, utilising a process of assessment, research and dynamic management within the context of available resources" guides the responsibilities and functions below:

- Medical Stores
- Central Pharmaceutical Services
- School of Nursing



- Milton Cato Memorial Hospital
- Environmental Services
- Elderly and Mental Health Care and Facilities
- Community Health Services
- Environmental Health
- Insect Vector Control
- Dental Services
- Health Education
- National family Planning
- Nutrition
- HIV/ AIDS Prevention and Control

### 3.9.2 Special Priorities for 2001/2002

- Conduct national public awareness seminars on Climate Change, Land Degradation and Biodiversity.
- Revise the National Environmental Action Plan.
- Construct a database of potential environmental trouble spots.
- Conduct an Environmental Health Survey.
- Develop a protocol to deal with the management of communicable disease outbreaks.
- Update Health and Environmental Legislation.

### 3.9.3 Changes to Institutional Arrangements

- Strengthen Health Planning and Information Systems for addressing issues pertinent to Health Reform, Health Sector Development, monitoring, evaluation and quality aspects of programmes and services.
- Improve the institutional framework for addressing regulatory and enforcement functions of the Public Health Division in food safety, solid and liquid waste management and water quality.
- Implement Organisational arrangements and strategies to improve the management of chronic diseases; minimize complications; reduce hospital re-admission by 1% and mortality by 1%.

### 3.9.4 Responsibilities and Functions - General Administration

- Initiation and review of policy affecting all programmes of the Ministry and its related Divisions and Departments.
- The exercise of budgetary control over funds voted by Parliament for use by the Ministry and Departments.
- The payment of grants and contributions to certain local and overseas organisations as well as the payment of water rates for all Government Departments.
- Expenditure in relation to overseas medical treatment investigations.

### 3.9.5 Responsibilities and Functions - Environmental Services Unit

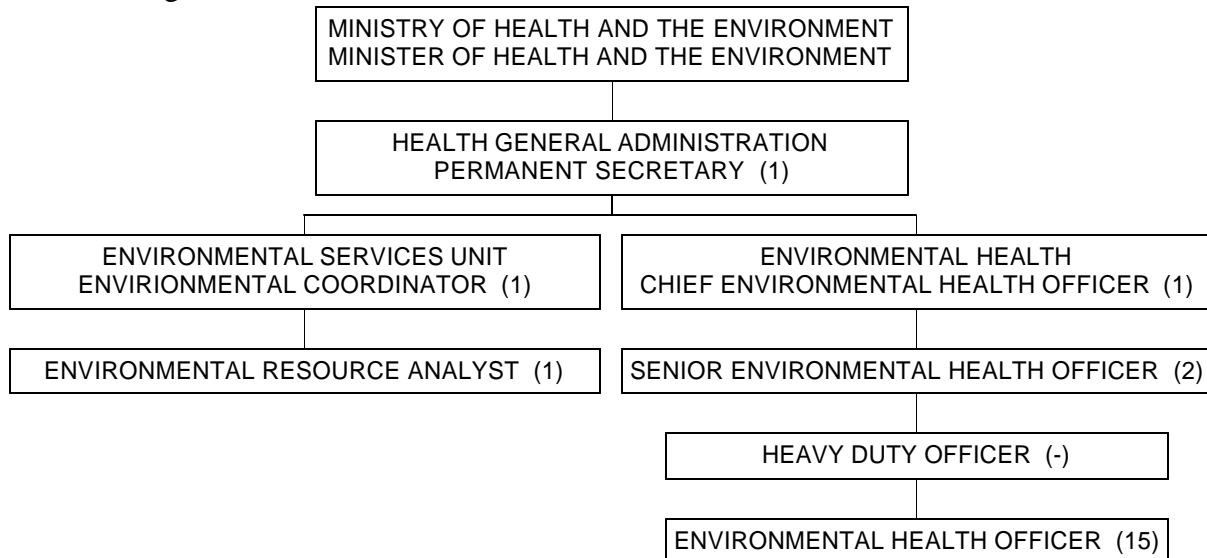
- To be a multidisciplinary unit that can effectively monitor all environmental activities nationally.
- To provide support to all other Ministries and agencies in the execution of environmental activities/ projects.
- To provide technical support to sustainable development initiatives nationally.
- To co-ordinate local, regional, and international activities relating to environmental conventions, agreements and or protocols.

### 3.9.6 Responsibilities and Functions - Environmental Health

- To monitor, regulate, improve, maintain, and safeguard the environmental health of the State. The programme also provides for expenses associated with the removal of garbage and upkeep of public latrines and baths.

### 3.9.7 Capacity- Key Technical/ Professional Positions

See Figure 24.



**Figure 24: Ministry of Health and the Environment**

## 3.10 Assessment

This appraisal of government's institutional capacity and arrangements examines established responsibilities, functions, delivery systems and legislative support of agencies in facilitating integrated sustainable development. However it must be noted that in some cases there are differences between these idealised arrangements and what occurs in practice. Many of these discrepancies are general in nature and affect most if not all large and complex institutions to some degree.

This document has indicated the key human resources of many departments, however these levels tend to fluctuate in practice, as positions become vacant, either permanently or as a

result of an extended leave of absence. Also many positions that need to be filled require are of a technical nature the places pressure on the supply of qualified labour, which in some cases may not meet demand.

In some cases the units or departments are under-staffed, with respect to this project key units/ divisions would be the Environmental Services Unit or the local Government Division, however these are very small. In the case of the Environmental Services Unit, it consists of three persons who are required to liaise with all the Ministries and departments of the whole state. It is also only the one of two environmentally focussed sections out of the Ministry of Health and Environment eighteen sections. This reflects the relatively limited manpower that may be directed towards environmental issues.

In addition, there are differences between the every day activities of Ministries, their stated goals and mission, and the image held by the public as to what duties they actually perform. This is a particularly important issue for this project, which will encourage the NGOs to play a larger role in sustainable development. Many departments whose stated goals and objectives indicate their relevance to this project, are not very prominent or high profile within their Ministry.

Another important issue particularly relates to administration over the Grenadines. Although there is a Northern and Southern Grenadines Administration there are still many problems that need to be addressed with respect to its efficiency. Many of them deal with the difficulty that people in the Grenadines have in obtaining routine documents and certificates, but it also extends to many of the services Government provides as well. This is largely a result of the particular geography of the area, but some solutions must be developed.

Given the nature and goals of a project such as this one which seeks to more actively involve NGOs in achieving sustainable development, tools such as this one, a government appraisal are very important. Government is often taken for granted, and it is often assumed, mistakenly that it is an easy system to negotiate. This outlook may be common to many in Government who are use to the system, but for often small and sometimes inexperienced groups, this is still a daunting task. It is hoped that this document will be of use to those persons.

## **4 REFERENCES**

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## APPENDIX 1: SUMMARY OF RELEVANT LEGISLATION IN GRENADA

Legislation type/ name	Governance Agency	Status of Application	Comment
<b>Natural Resource Management</b>			
Forest, Soil, Water Conservation Act [Cap 116]	Min. of Agriculture	Active use	Administered by Forestry and Land Use Division
Grand Etang Forest Reserve Act [Cap 124]	Min. of Agriculture Del., Forestry Division	Active use	Administered by Forestry Division
<b>Water Resources</b>			
National Water and Sewerage Authority Act [Cap 208]	Ministry of Works Del. NAWASA	Active use	
<b>Erosion Control</b>			
Gravel, Concrete and Emulsion Production Corp Act [Cap 125]	Ministry of Works Del. GCC	Active use	
Beach Protection Act [Cap 29]	Ministry of Works	Active use	
<b>Wildlife Management</b>			
Birds and Other Wildlife (Protection) Act [Cap 34]	Ministry of Agriculture	Active use	Administered by Forestry Division
Wild Animals and Bird Sanctuary Act [Cap 339]	Ministry of Agriculture	Active use	Administered by Forestry Division
Fisheries Act [Cap 108]	Ministry of Agriculture	Active use	Administered by Forestry Division
Oyster Fishery Act [Cap 223]	Ministry of Agriculture	Seldom used	New threats to oyster beds
Territorial Seas and Maritime Boundaries Act [Cap 318]	Min. of Foreign Affairs	Used	Few regulations
National Parks and Protected Areas Act [Cap 206]	Ministry of Agriculture	Active use	Administered by Forestry Division
<b>Pollution Control and Waste Management</b>			
Public Health Act [Cap 263]	Ministry of Health	Active use	
Civil Liability For Oil Pollution Damage Act # 7 (1998)	Ministry of Finance Del. GPA	Recent, as yet untested no regulations	To be developed
<b>Noise Pollution</b>			
Motor Vehicles and Road Traffic Act [Cap 201]	Police Department	Actively used	Needs regulations
Airports Authority Act [Cap 12]	Ministry of Civil Aviation Del. GAPA	Actively used	
<b>Water Pollution and Liquid Waste Disposal</b>			
Public Health Act [Cap 263]	Ministry of Health	Active use	Routine control
National Water and Sewerage Authority Act [Cap 208]	Ministry of Works Del. NAWASA	Active use	Board of management
Marine Pollution Management Act (2002)			
<b>Marine Pollution</b>			
Oil In Navigable Waters Act [Cap 218]	Ministry of Finance		
Territorial Seas and Maritime Boundaries Act [Cap 318]	Ministry of Foreign Affairs		
Civil Liability For Oil Pollution Damage Act #7, 1998	Ministry of Finance	As above	To be tested
<b>Solid Waste Disposal</b>			
Abatement of Litter Act [Cap 1]	Ministry of Health		
Solid Waste Management Act [Cap 11, 1995]	Ministry of Health Del. GSWMA	Active use	
<b>Toxic and Hazardous Waste</b>			
Pesticide Control Act [Cap 238]	Ministry of Agriculture	Used	Control by board of management
<b>Health and Safety</b>			
Factories Act [Cap 100]	Ministry of Labour	Active use	

Agriculture Workers Act [Cap 10]	Ministry of Labour	Active use	
Public Health Act [Cap 263]	Ministry of Health	Active use	
<b>Land Use and Management</b>			
Crown Lands Act [Cap 73]	Ministry of Agriculture	Active use	
Botanical Gardens Act [Cap 35]	Ministry of Agriculture	Disused	Tanteen Botanical Gardens being revived
Model Farms Corp. Act [Cap 197]	Ministry of Agriculture	Used	
Land Development Control Act [Cap 322]	Ministry of Finance Del. LDCA/PPU	Active use	
Town and Country Planning Act [Cap 322]	Ministry of Finance Del. Physical Planning Unit (PPU)	Unused	LDCA act given preference
Ports Authority Act [Cap 247]	Ministry of Finance Del. GDA Ports Authority	Active use	
National Heritage Protection Act [Cap 204]	Ministry of Agriculture		
National Trust Act [Cap 207]			
Cremation Act [Cap 72]	Ministry of Health	Used	
Roads Act [Cap 290]	Ministry of Works	Active use	
<b>Other</b>			
Land Settlement Act [Cap 161]	Ministry of Agriculture	Actively used	
Carriacou Land Settlement and Development Act [Cap 42]	Ministry of Agriculture	Actively used	
Industrial Development Act [Cap 149]		Used	