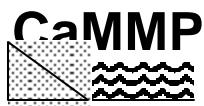


**Caribbean
Conservation
Association**



Coastal and Marine
Management Program

Barbados

**Projects Promotion
Ltd.**
**St. Vincent and the
Grenadines**

Supported
by the:

**Carriacou
Environmental
Committee**
Carriacou, Grenada

**Natural Resources
Management
Programme**
**CERMES, UWI,
Barbados**



**SUSTAINABLE INTEGRATED DEVELOPMENT AND BIODIVERSITY
CONSERVATION IN THE GRENADINE ISLANDS -- PHASE 1
(ST. VINCENT AND THE GRENADINES AND GRENADA)**

**A PARTICIPATORY STRATEGIC PLAN
FOR SUSTAINABLE DEVELOPMENT
IN THE GRENADINES**

We have become masters of technical discovery and innovation. We must now set ourselves to becoming masters of social institutional discovery and innovation.

Phua Suk Ka Phap

CONTENTS

THE PROJECT	1
THE METHODOLOGY	1
THE VISION FOR THE GRENADINE ISLANDS	2
The combined vision	2
Prioritisation of vision elements	3
The Grenadines vision statement	4
EMERGING TRENDS AND ISSUES	4
General trends and issues	4
Tourism trends	5
Lifestyle trends and issues	5
EXPECTATIONS	5
ASSISTING AND RESISTING FACTORS WORKSHOP	6
STRATEGIC DIRECTIONS WORKSHOPS	10
Strategic directions workshop for the St. Vincent Grenadines group	10
Strategic Directions workshop for the Grenada Grenadines group	13
PROJECT PROPOSALS	17
REFLECTIONS	25
CAVEATS	26
APPENDIX 1: RESULTS OF THE ISLAND VISION WORKSHOPS	27
APPENDIX 2: COMBINING THE ISLAND VISIONS FOR THE ST. VINCENT GRENADINES	43
APPENDIX 3: COMBINING THE ISLAND VISIONS FOR THE GRENADA GRENADINES	45
APPENDIX 4: ACTION IDEAS EXTRACTED FROM THE VISION WORKSHOPS IN APPENDIX 1	47
APPENDIX 5: PARTICIPANTS IN THE INDIVIDUAL MEETINGS	49
APPENDIX 6: DETAILS OF PARTICIPANTS IN ALL WORKSHOPS	50



Group discussions at the Canouan strategic planning session.

Correct citation: CCA CaMMP. 2002. A participatory strategic plan for sustainable development in the Grenadines. Sustainable Integrated Development and Biodiversity Conservation in the Grenadine Islands, Coastal and Marine Management Programme, Caribbean Conservation Association, Barbados, Version 1, 55 pp.

Opening Address at the Carriacou Vision Workshop

Ms. Bernadette Sylvester

Permanent Secretary, Ministry of Carriacou and Petite Martinique Affairs

Today I am especially pleased, as the Ministry of Carriacou and Petite Martinique Affairs' representative, to join with Mr. Brian Whyte in welcoming to Carriacou and Petite Martinique this Integrated Sustainable Marine and Biodiversity Project for the archipelago of the Grenadines.

From all indications this project is a people oriented project that will focus on all NGOs, both in the St. Vincent Grenadines, and Grenada's Grenadines, and as such, has the potential to act as a further unifying factor among our islands. This is why you are here and the reason why this responsibility is now on all of us to ensure that all the beneficiaries of our marine and terrestrial environments get involved from the initial stage of this project so that the preservation and sustainability of our natural resources will truly become everybody's business. Every stakeholder will truly see him or herself as a part owner, or custodian, of all the reserved or protected areas and will do all in his or her power to prevent misuse or abuse of such areas and the resources they contain. It is time that we come to realize that whatever resources we preserve or sustain is first for our own benefit, then for our children, and the many visitors coming to our shores.

Our natural resources may be considered limited when compared with those of Guyana or Mexico, but a number of factors contribute to the uniqueness of what we possess. So it is no accident that our islands are small, composed of varying materials, have queer shapes with many reef and are located in the tropics. These are the very essence of our island's beauty and that which makes our sands, seas and marine habitat so unusual, so fragile and precious that they must be protected by all.

The notion of protection, therefore, is not that of removing the resources and closing them in airtight containers away from interested persons but putting the type of structures in place that will ensure that the users of the resources are always conscious of the impact their action will have on the resources, both in the short term and in the long term so that each individual proceeds with his activities in a manner that will ensure that there are resources left for other users for many, many years to come. Therefore, issues of over-fishing, fishing in the closed season, illegal dumping, pollution, over-mining, etc. must all be addressed by all stakeholders if we are to truly make a unified effort in achieving the goals of this Integrated Sustainable Marine and Biodiversity of the Grenadines Project. While we will all agree that numerous factors are responsible for the depletion of our resources, the facts still remain that man is the biggest enemy of the environment.

We are thankful that persons outside this archipelago have seen the beauty and worth of these lovely islands and are prepared to sponsor projects to promote sustainability. Our gratitude goes out to the University of the West Indies and the Lighthouse Foundation of Germany for funding phases of this project. We are also very grateful to the Caribbean Conservation Association, the Carriacou Environmental Committee and Project Promotions of St. Vincent for their leading role in ensuring the implementation of the project. However, we must each remember that the success of the project and the fate of the resources of the Grenadines will be dependent on the actions taken by each of us, be it individually or collectively.

Ladies and gentlemen, boys and girls, in closing I will again say that the Sustainable Marine and Biodiversity of the Grenadines Project belongs to every Grenadian, every Vincentian and every conscious individual on Mother Earth who knows that certain activities can cause the extinction of valuable resources which now appear to be so simple, common and natural to us. Therefore, Government entities and NGOs must work together in harmony to ensure sustainability.

Once again, thank you one and all.

THE PROJECT

Sustainable Integrated Development and Biodiversity Conservation in the Grenadine Islands is a project to facilitate change. The goal of the project is: “The integrated 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 economies, and to conserve their biodiversity.”

Phase 1 of the project included the development of this participatory strategic plan that will be used as a planning framework for sustainable use of the marine resources and environment in the Grenadines. This plan will also be used to generate the information required to prepare a proposal for the five-year program of sustainable development to be implemented in Phase 2.

THE METHODOLOGY

Representative from NGOs, Government and the private sector in the Grenadines came together to develop the strategic plan. This was done in two steps: visioning and strategic planning. Visioning meetings were held on each of the major Grenadine islands (Appendix 1). Following these, two strategic planning meetings were held: one in Canouan for stakeholders from St. Vincent and the Grenadines and the other in Carriacou for the Grenada Grenadines.

The Technology of Participation (ToP¹), Participatory Strategic Planning process was used (Figure 1)¹. The process has four stages and this document reports on the first three:

- Vision, which mapped out stakeholders’ practical vision of the future
- Barriers/blocks, which analysed the assisting and resisting factors to the vision
- Strategic Directions, which dealt with the barriers and blocks
- Action planning, to be completed by the Project partners, which will prioritise actions to be undertaken in Phase 2

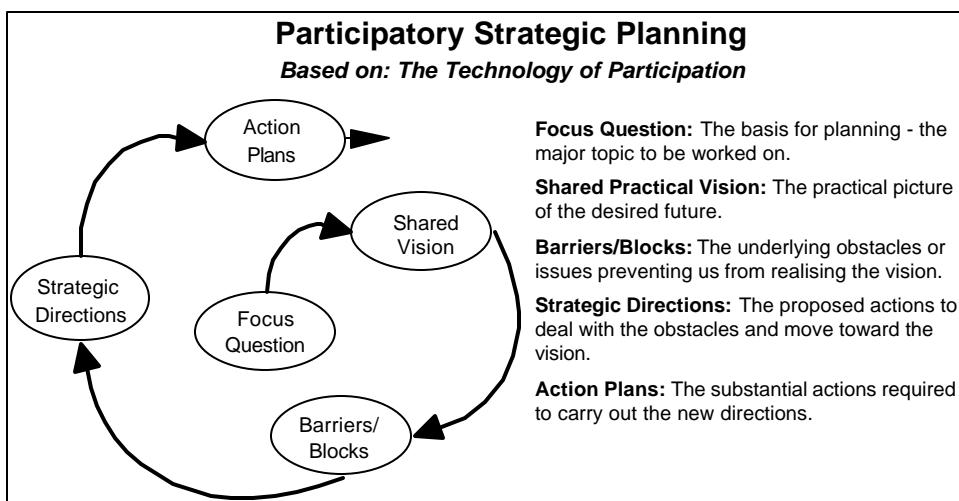


Figure 1. Technology of Participation Participatory Strategic Planning process.

¹ ToP was developed by The Institute of Cultural Affairs, a non-profit organisation concerned with group participation methodology. ICA is headquartered in Brussels.

THE VISION FOR THE GRENADINE ISLANDS

The combined vision

The island visions provided the context for the strategic planning process. In Canouan, participants from St. Vincent and the Grenadines reviewed and adopted a combined vision for all their islands (Appendix 2). Similarly, in Carriacou, participants adopted a combined vision for Carriacou and Petite Martinique (Appendix 3). Since the project views the Grenadine Islands as an entity, it is desirable to have a single vision for all the islands. The table below shows a synthesis of the island visions into a single vision for the Grenadines. The vision elements fall into four categories.

A COMBINED VISION FOR THE GRENADINE ISLANDS

		Vision elements
Natural resources management	Natural resources managed through legislation and enforcement	
	Reefs protected from physical damage and pollution	
	Parks and protected areas established and operational	
	Coastal areas and beaches clean, enhanced and protected	
Sustainable livelihoods	Fisheries developed through improved management, technology and organisational capacity	
	Mari-culture being tried as an alternative source of income from the sea	
	Small business developed to increase local earning, especially from tourism	
	Tourism controlled to sustainable levels	
	Culture and heritage protected and developed for local education, enjoyment and as a source of income ²	
Planning and delivery of land-based services	Waste managed for a cleaner healthier environment	
	Land resources conserved and developed in a planned way	
	Water resources enhanced and conserved	
	Social and safety services developed	
Human capacity for social transformation	People more aware of environmental and sustainable development issues	
	Increased opportunity for access to education and self-development	
	Greater capacity for groups to work effectively together for community development and co-management	
	Strong political support in implementation through good governance ³	

² The words ‘protected and’ and ‘education’ were added to this vision element by the Grenada participants.

³ This vision element was developed primarily by the Grenada participants

Prioritisation of vision elements

Once they had agreed upon the combined vision, participants were asked to prioritise the vision elements indicating which were primarily Government responsibility and which were primarily NGO responsibility. Figure 2 below shows the results of that prioritisation.

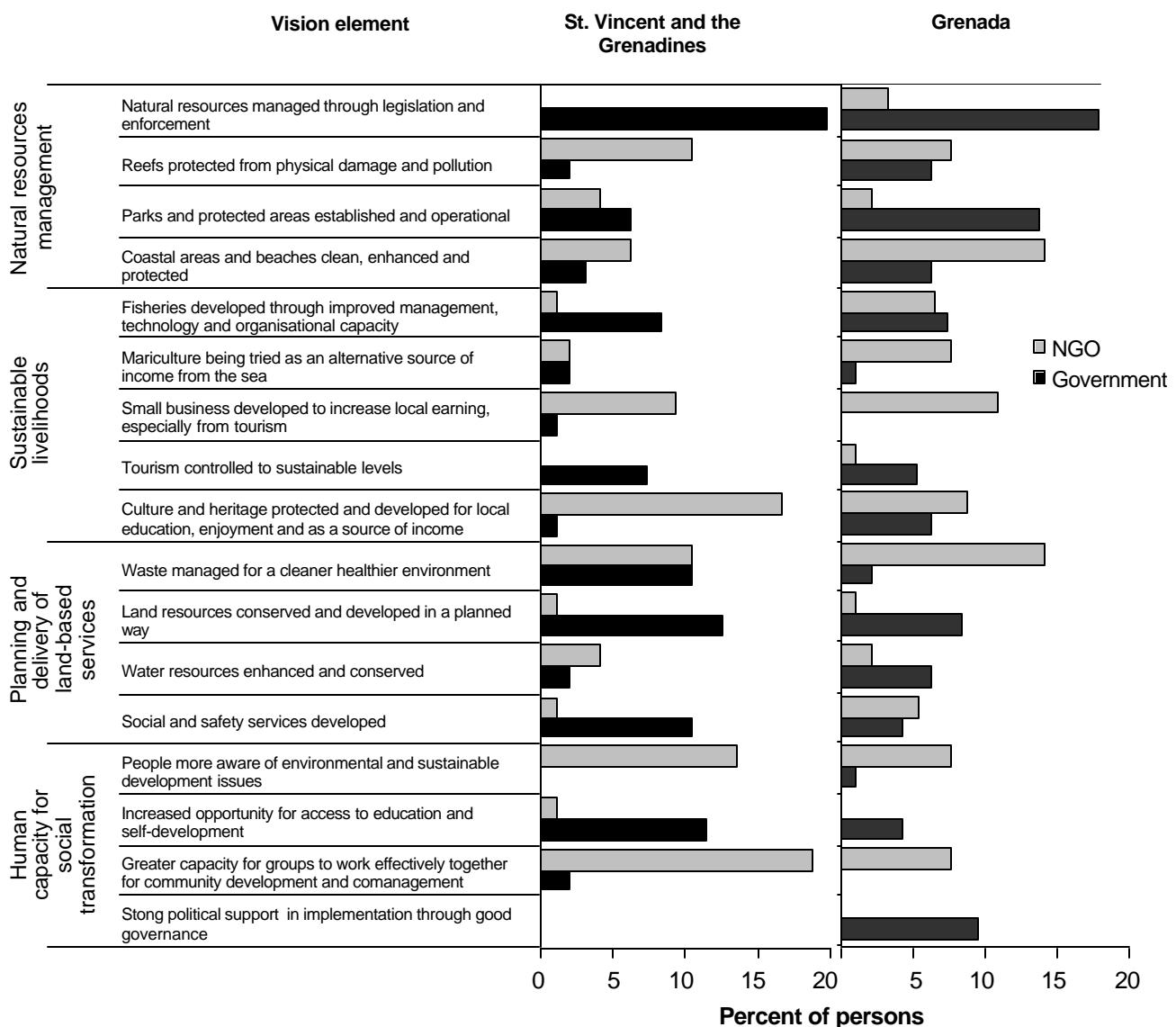


Figure 2. Prioritisation of the vision elements in two categories, (a) what NGOs should focus on (grey bars) and (b) what Governments should focus on (black bars). The longer the bar, the more important participants considered that element to be.

Participants saw Government and NGOs as having quite distinct roles in achieving the vision. Legislation and enforcement, park establishment and operation, land use planning and social services were seen as the main areas of Government responsibility. In contrast, culture and heritage protection and development, collaboration and cooperation among groups, and small business development were seen as main areas of NGO activity.

The Grenadines vision statement

Both the St. Vincent Grenadines and the Grenada Grenadines groups were given three options for a vision statement with key words highlighted. Participants were invited to modify and adopt one statement as their own. The three options were as follows:

- (1) Sustainable livelihoods with greater equity for the people of the Grenadines through optimal utilisation and conservation of natural resources, enhancement of human capacity and good governance.
- (2) Improved quality of life and greater equity for the people of the Grenadines through sustainable use and management of resources, enhanced human capacity and good governance.
- (3) Improved quality of life and greater equity * for the people of the Grenadines using participatory integrated sustainable development processes.

(3b) *and enhanced capacities.

The same option was selected by both groups and slightly modified. The version shown below is a combination of the two statements.

VISION STATEMENT FOR THE GRENADINES

We see the Grenadines as a place comprising sustainable livelihoods with equity for the people through good governance, optimal utilisation and conservation of resources and enhancement of human capacity (empowerment) using participatory integrated sustainable development processes

EMERGING TRENDS AND ISSUES

The emerging trends and issues that helped to set the stage for the planning were presented to both groups. The purpose was to alert stakeholders about changes in the internal and external environment that may positively or negatively impact their planning efforts.

General trends and issues

- Declining power and influence of the nation state and in particular, the small island state;
- Declining aid and grants and concessionary funding for Caribbean States, as most funders give greater priority to assisting Eastern European states;
- Increased globalization, and with it, trade liberalization;
- Reduced tariffs and custom duties resulting in less development funds available to governments;



Bentley Browne, Projects Promotions Ltd., discusses emerging trends and issues with participants at the Canouan strategic planning session.

- Removal of alien landholding licenses, which would allow full access to foreigners buying land in the Grenadines;
- More emphasis on private sector business and less on government, which would mean a greater opportunity for co-management;
- Increased competitiveness and market driven development with an end to subsidies;
- Increased information flow and its impact on culture, i.e. CNN, etc. and other foreign programming.

Tourism trends

- Increased fragility in the sector overall because of repercussions from September 11 terrorist attacks on the US;
- A current trend toward bigger cruise ships and ports;
- Higher standards for cruise and hotel tourism;
- A need to control crime without presenting a military presence;
- Greater emphasis on discouraging drug traffic;
- Airport security compliance;
- Greater use of information technology, i.e. websites to advertise and provide access to the tourism product;
- Promotion and development of the yachting sector.

Lifestyle trends and issues

- Higher standards are expected from fisheries and agricultural exports to EU markets;
- There is a need for expanding infrastructure;
- Threats from hurricanes and climate change affecting disaster preparedness and planning and building standards, etc.;
- Effective solid and liquid waste management in the Grenadines.

EXPECTATIONS

At the start of the strategic planning workshops, participants were asked what their hopes and expectations were for the meeting.

Expectations of the St. Vincent Grenadines group

? The development of a workable plan, ? Cooperation among friends, ? The people getting organised for development, ? New insights into problem solving and networking, ? Know how, ? Smooth collaboration among people in the Grenadines, ? Common goals achieved for sustainable development, ? Human resources developed, ? Better organisation of the fishing industry and directions for reef protection, ? Realistic goals with everyone benefiting, ? Awareness built for benefits of Grenadines resources, ? To get a project for the development of Union Island, ? New ideas to help make my work easier, ? Ideas for conservation of marine life, ? Goals where people can work together to build community, ? Good information to take back to my group, ? Information collected that will bring something positive, ? Information that will be used not only for talk but for action, ? That what is discussed becomes a reality, not just on paper, ? Develop useful information, ? Building blocks to develop these islands and their beauty, ? Information for enhancement of Mayreau, ? Information on human and natural resources to use for development, ? Ways to develop communities.

Expectations of the Grenada Grenadines group

? Improvements to the fishing industry, lockers on the beach and beach beautification, ? To see realistic, practical views for economic development, ? To bridge the gap between Government and civil society, with CEC playing a role, ? To educate myself in ecosystems and ecological improvement, ? To see positive outputs and ideas, ? To find the direction of the project, ? To learn about what others want to see, ? To find better opportunities for children learning in school, ? To explore improvements for fishermen, ? To have a good combined vision and projects to carry it forward, ? Proper planning for the islands, ? More group interaction among youths and older folks, ? Improved tourism ideas, ? Wider equity in tourism development, ? A contribution to Grenadines development, ? To gain knowledge and experience, ? To develop a project that is real and will be implemented soon, ? To transfer talk into action, ? A stepping stone for common culture and heritage, ? Sustainable development and unity in the Grenadine Islands, ? Protection of heritage and artefacts, ? Attractive tourism development in Petite Martinique, ? Tourism attractions, ? Cooperation.

ASSISTING AND RESISTING FACTORS WORKSHOP⁴

The Assisting and Resisting Factors workshops addressed the positive and negative factors that are always present when attempting to bring about change. The Assisting Factors workshop brought out stakeholders' strengths, assets and current opportunities that will help move them toward their vision. The Resisting Factors workshop surfaced the barriers and blocks to the vision.

The following ideas were put forward by the groups in response to the focus Question: "What factors will assist in moving toward our vision?" (The categories were later developed by the meeting facilitator).

ASSISTING FACTORS FOR ST. VINCENT GRENADINES

STRENGTHS	ASSETS
<ul style="list-style-type: none">• Common goals• A vision of what we want• The vision itself/political will• One common identity• One united people• Shared similar culture• A democratic people• We are a resilient people• Perseverance• Adaptation to changes of ideas	<ul style="list-style-type: none">• Abundant, unique natural resources• Good natural resources• Marine resources remain intact• Groups interested in resource management• Existing physical facilities• Have relevant NGOs• Committed NGOs exist and are networking• The existence of small examples of success• Development experience gained over time• Lessons from past experience (good and bad)• Available human resources• A network of ideas and people• Recognition of the Grenadines as a major tourism market in SVG

⁴ The Assisting and Resisting Factors Workshop was designed by Eunice Shankland, Shankland Associates, Fairfax, VA, USA.

OPPORTUNITIES
• Information and technology network
• Opportunities for human resource development
• The world is interested in us
• International demand for Grenadine tourism
• Great potential for international investment partnerships
• Government agenda similar to our vision
• Time is right (motive)
• Capacity for development

ASSISTING FACTORS FOR GRENADA GRENADINES

ASSETS	STRENGTHS
<ul style="list-style-type: none"> Physical beauty Resources that are still worth protecting Natural elements - beaches, quality of reefs, etc. One of the best marine areas in the world Resources/ecosystems relatively well intact Boat building skills Diverse fish resources and market Many fishers and farmers Sufficiently trained, experienced personnel Key/relevant stakeholders on board Manageable size of the various communities One common vision Good informal networking re NGO, community, & government 	<ul style="list-style-type: none"> Willing to work together Self confidence - Unity is strength Similar lifestyle, living standard, and livelihood Moral support Similar cultural background Interest Cultural expression & common heritage Cultural people Non-violent islands Cooperation and team work Communication Trust Transparency in regional projects
OPPORTUNITIES	
<ul style="list-style-type: none"> Heightened local environmental awareness Global interest in environmental management Modern technology to assist resource management Access to funding Regional and International support for environmental sustainability Planning & environmental legislation in place Regional integrated approach to environmental management Free opportunity skills for learning 	

The following ideas were put forward by participants in response to the focus question, “What is blocking us from moving toward our vision?”

RESISTING FACTORS -- ST. VINCENT GRENADINES – “THE BLOCKS”

SOME CULTURAL HABITS LIMIT OUR ABILITY TO ADAPT TO MEANINGFUL CHANGE	INADEQUATE INFRA-STRUCTURE HINDERS QUALITY OF LIFE	INSUFFICIENT PERSONAL COMMITMENT LIMITS COMMUNITY EMPOWERMENTS	POOR GOVERNANCE INHIBITS SUSTAINABLE INTEGRATED DEVELOPMENT	FRAGMENTED, UNCOORDINATED APPROACH BLOCKS GOOD MANAGEMENT	SCARCE FINANCE LIMITS SUSTAINABLE DEVELOPMENT	INSUFFICIENT PERSONAL COMMITMENT LIMITS COMMUNITY EMPOWERMENT	LIMITED OPPORTUNITIES FOR TRAINING & TECHNOLOGY RESTRICTS GROWTH AND DEVELOPMENT	CULTURAL INSECURITY BLOCKS OUR DEVELOPMENT AS A NATION
Reluctance to adopt new business ideas	Limited infrastructure (physical & social)	Ignorance of the importance of reefs & protected areas	Poor governance Neglect from government Neglect from private sector High incidence of poverty	Fragmented approaches to solving problems (2x) Fragmented information and research on the state of reefs Uncoordinated leaders in education Restricted view, hence outdated methods and uncoordinated management Unbalanced solid waste management Limited capacity to mobilize, manage and use finances Planning in an island community context	Limited availability of finance locally Lender policies prevents access to funds LAND LIMITS SUSTAINABLE DEVELOPMENT Inaccessible (land)	Unwillingness to offer voluntary service Dying of community spirit (personal agenda & self interest) No common vision. Need for commitment and empowerment.	Inaccessible technology A narrow technological understanding and adaptation Restricted access to technology & training for fisheries, etc. Non-existent training in marine parks Improper training and unmotivated Inability to properly manage small businesses	Inflexible cultural appreciation Major lifestyle conflict (for returning nationals) "Brain drain" Inadequate information on ancestral background Ways of performing and passing on culture are limited
Reluctance to change	Outdated water facilities	Low level of social awareness about coasts & beaches						
Unwillingness to adapt to new ideas	Misused (water)							
Refusal to implement improvement (authority & community)		Unclear knowledge of legislation and irrelevant regulations	A weakened institutional and organizational framework Difficulty of unbiased enforcement of legislation in small communities Weakened social NGOs					
Unwilling to learn new techniques		Unaware of ecological importance of reefs						
Lackadaisical attitude of some users		Unclear understanding of laws						

RESISTING FACTORS -- GRENADA GRENADINES – “THE BLOCKS”

TERRORISM AFFECTS THE TOURISM INDUSTRY	IGNORANCE OF BENEFITS OF SUSTAINABLE ALTERNATIVES PREVENTS ACCEPTANCE OF POSITIVE CHANGE	WEAK INSTITUTIONAL FRAMEWORK INHIBITS PROBLEM SOLVING	INADEQUATE LEGISLATION, REGULATIONS AND ENFORCEMENT RESTRICTS SUSTAINABLE MANAGEMENT	INSUFFICIENT INCENTIVES INHIBIT LOCAL & SMALL-SCALE INVESTORS	INSUFFICIENT BELIEF IN SELF BLOCKS CREATIVITY AND MOTIVATION	INADEQUATE NATIONAL RECOGNITION BLOCKS CULTURAL DEVELOPMENT	INADEQUATE PLANNING RESTRICTS ESTABLISHMENT & OPERATION OF PROTECTED AREAS	SHORT TERM INTERESTS OVERRIDE SUSTAINABLE APPROACHES
Fear of travelling	Mind set blocking new ideas	Confusing, unclear fisheries development	Reluctance to enforce existing litter laws	Obsolete investment (lack of interest)	Fear of failure	Culture not viewed as an industry	Outdated system of parks and protected areas	Strong competition with other vested interests
	Some people will resist marine parks	Unmotivated & disorganised safety services	Poor implementation & reinforcement of the law 2X	Lending company restrictions	Low self-esteem	Gov't unwillingness to upgrade neglected heritage sites	Uncoordinated approach to park management	Gov't inconsistency in decision making
	Poor public awareness	Weak disorganised institutional framework	Gov't reluctant to employ skilled personnel to enforce legislation	Incentives discouraged	People don't believe it can happen here	Past disillusionments	Uncoordinated land use & development	Conflict of interest between Gov't and private, etc.
	Insufficient use of media in environmental education	Inadequate human resource development	Legislation & enforcement neglected re protected areas	Inaccessible funding for small business development				
	Reluctance of Gov't/NGOs to identify alternative sources of livelihood from marine environment	Unavailability of relevant institutions	Fragmented management re beach resources					
	Inaccessible information	Inadequate provision of social & health services by Government	Gov't unwilling to enforce legislation for sustainable tourism					
	Uncoordinated process of environmental awareness/ education	Weak in communication	Weakened legislation to deal with misuse and protection of reefs					
	Poor garbage disposal habits	Ineffective leadership	No political will for development					
		Disorganised NGOs						
		Insufficient linkage between fisher groups						

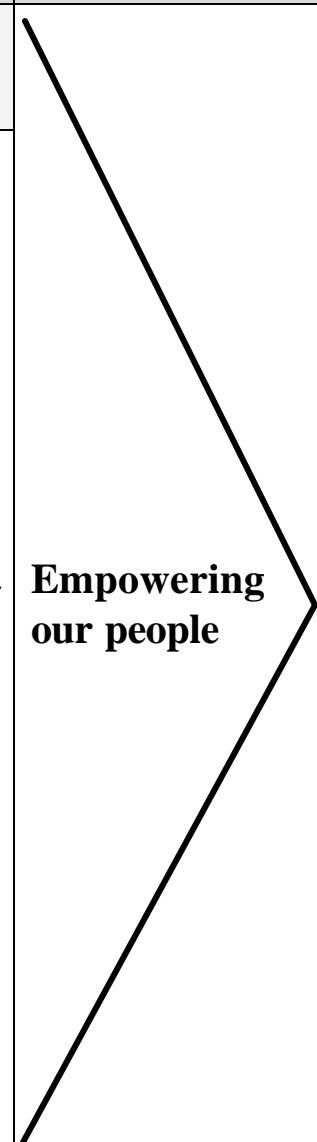
STRATEGIC DIRECTIONS WORKSHOPS

Participants developed strategies that would overcome the blocks to the vision in the Strategic Directions workshop. Strategic directions are broad directions or proposals that deal with the blocks. Strategic directions act as pointers to important arenas of action. They may be direct, addressing the block head-on to remove it, or they may be indirect, circumventing it. They often take the form of new programs, projects, campaigns or systems. While the vision is key to success, organisations must be concerned with breaking logjams of barriers by creating models for new directions.

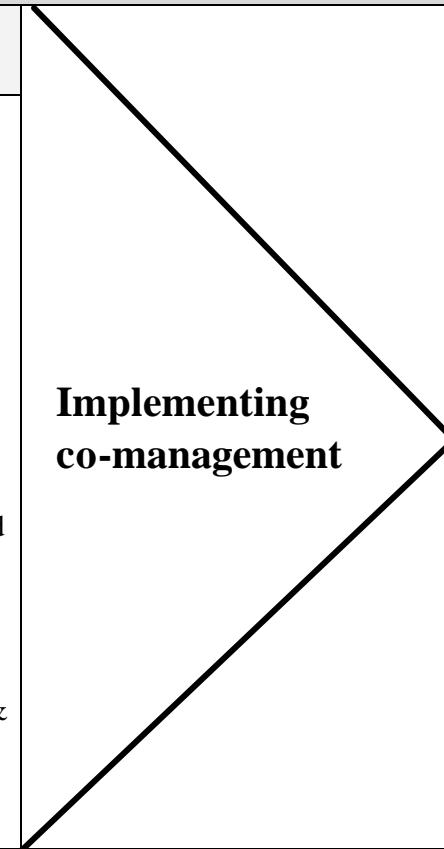
Strategic directions workshop for the St. Vincent Grenadines group

STRATEGIES			STRATEGIC DIRECTION
IMPLEMENT LAND REFORM	IMPROVE & ADAPT INFRASTRUCTURE WITH PEOPLE AND ENVIRONMENT IN MIND	LOBBY FOR BETTER CREDIT TERMS FOR DEVELOPING BUSINESSES	 <p>Lobbying for more equitable and efficient use of resources</p>
<ul style="list-style-type: none"> • Heavy taxation on multiple un-utilized land (owners) • Revised land policy • Land reform & limit sale of land over a specific amount • Lobby for legislation for proper land distribution • Residents lobby Government re land tenure patterns 	<ul style="list-style-type: none"> • Lobby for improved A-level facility • A master plan which everybody agrees to and follows • Enhancement & improvement of existing & new infrastructure by Government & community • Establish important infrastructure immediately • Pump ship to supplement the dry season water problems in the Grenadines • Develop/improve existing infrastructure without altering landscape • Building proper & adequate infrastructure 	<ul style="list-style-type: none"> • Lobbying donor agencies to change lending policies • Lobby lending agencies for better rate • Organise & release all necessary funding for implementing all relevant developmental programmes. • Proper finance management in families. • Specialised access to financial resources. • Lobby Government to reduce interest rates/grace period • Making capital investment project 	

St. Vincent Grenadines cont.

STRATEGIES				STRATEGIC DIRECTION
TEACH CONCEPTS TO MANAGE AND CONSERVE NATURAL RESOURCES	PROVIDE COMPREHENSIVE CAPACITY BUILDING	CHANGE FOR ALTERNATIVE LIVELIHOODS	IMPROVE NATIONAL PRIDE AND IDENTITY	
<ul style="list-style-type: none"> • Acquire and distribute information about the importance of coral reefs. • Technical/environmental training for the entire community • Developed public information & awareness • Civic and environmental education to teach concepts of sustainable development. 	<ul style="list-style-type: none"> • Initiate needs assessment & training programme • Priority to training and allocation of the necessary resources • Education, Education, Education • Introduce fun, simple & educational programmes targeting communities • Education through the media/available human resource personnel • Introduce fun, simple & educational programmes targeting communities • Providing leadership training • Introduce technical training at all levels of the educational system 	<ul style="list-style-type: none"> • Learn to live for the future not only for today! • Provide meaningful change for alternative livelihood. • Formation of an entertainment guild to promote quality entertainment & tourism • Foster a oneness in our day to day approach. • Social issues on agenda from the primary level. • Do not reward or promote ignorance. • Education in our ability to accept change. 	<ul style="list-style-type: none"> • Ongoing educational heritage awareness & recognition of examples of our national pride • Programs to promote our heritage • Education through family, school, community to deepen awareness of Vincentian culture (national pride/history) • Identify poor cultural habits & educate to correct. • Education for cultural identity and national pride. • Broaden an indigenous festival to include cultural presentations for all islands. • Censorship of TV/radio programmes • Promote awareness incentives, data centre • Implement a strong bi-local campaign • Strengthen bureau of standards 	 <p>Empowering our people</p>

St. Vincent Grenadines cont.

STRATEGIC DIRECTIONS ST. VINCENT GRENADINES		
<i>STRENGTHEN PARTICIPATORY DEVELOPMENT</i>	<i>INSTITUTIONALISE COMANAGEMENT SYSTEMS</i>	
<ul style="list-style-type: none"> • Affordable internal tourism package to link with the marine parks/beaches & transportation • Establish relationship with schools/community service clubs (media, personal interaction, meetings, workshops) • Strengthen local economy through your work • Establish ways to motivate and encourage individuals & communities • Encourage personal commitment through uniform organisation and service clubs 	<ul style="list-style-type: none"> • Incentives for participation in community through NGOs • Establishment of Grenadines Council through Island Councils • Develop umbrella organisation to effective management • Allow some measure of autonomous local government • Stronger community participation in governance through local government • Reduce the bottle necks associated with poor governance • Reduce the bottlenecks and implement some management principles • Provide incentives (e.g. tangible & intangible) • Identify and target leaders 	 <p>Implementing co-management</p>

Strategic Directions workshop for the Grenada Grenadines group

STRATEGIES			STRATEGIC DIRECTIONS
<i>DEVELOPING OUR FISHING INDUSTRY SUSTAINABLE</i>	<i>CREATING OPPORTUNITIES FOR SUSTAINABLE LIVELIHOODS</i>	<i>GET SUPPORT FOR SMALL-SCALE INITIATIVES</i>	
<ul style="list-style-type: none"> • Fisherman's association • Rescue at sea • Control hazards to ecosystem • Well equipped fish market • Nursery for live bait • Lobster farming • Fishery complex • Deep sea fishing for tourists 	<ul style="list-style-type: none"> • Water taxi association • Creation of opportunities • Institutionalise human resource development • Capacity building or organisations • Develop programs to improve self confidence and motivation • Training for tour guides • Equipment for renting to the tourist 	<ul style="list-style-type: none"> • Develop appropriate incentive packages (a) concession (b) subsidize (c) lower int. rates • Formulate and implement investment promotion programme, including incentives for small scale investors • Cadre of consultants to assist in project development funding & implementation • Information on sources and access to funding 	<p>Improving our socioeconomic well being</p>

Grenada Grenadines cont.

STRATEGIES			STRATEGIC DIRECTIONS
EDUCATING FOR POSITIVE CHANGE	CREATING A SAFE HAVEN FOR ALL	MARKETING WHO WE ARE	
<ul style="list-style-type: none"> • Documentation of all cultural and heritage sites/resources • Empower people/organisations to be creative and develop a positive attitude • Through public & school education pro show civil society the role it can play in sustainable development • Street theatre to highlight sustainable development • Umbrella NGO to host live history event • Initiative change management process • Relevant awareness programs perpetually • Practical education & demonstration • Programme for advocacy activities education, information, public awareness 	<ul style="list-style-type: none"> • Erase hate towards other people irrespective of colour, class, race, relation, etc. • A security intelligence agency established • Implement security measures for all & improve regional tourism 	<ul style="list-style-type: none"> • Advertise in the media that the Caribbean islands as a zone of peace/tranquillity • Entity to produce audio, video and print programs • Local programme of recognition • The Grenadine Islands are an ecotourism paradise • Relevant stakeholders requesting national recognition • Highlight in media the implications of proposed development activities 	<p>Creating systems to communicate a positive image</p>

Grenada Grenadines cont.

STRATEGIES		STRATEGIC DIRECTIONS
<i>LOBBY GOVERNMENT TO IMPLEMENT EXISTING LEGISLATION</i>	<i>ENCOURAGE GOV'T TO HAVE MEANINGFUL INTERACTION WITH STAKEHOLDERS</i>	
<ul style="list-style-type: none"> • Review existing and develop legislation • Hold Gov't accountable to St. George's Declaration • Examine law/institutions available that could help to obligate Gov't to set criteria for sustainable projects • Suggest what approaches Gov't might adopt in dealing on approved projects eco/socio/resource analysis • Avoid political interference • Examine & review existing legislation in order to make them more effective • Form a group to ask questions about projects being planned that impact on the environment • Strengthen environmental review committee for approaching Gov't on new development projects • Relevant legislations through a consultative process/program • Encourage Gov't to adopt the participation/consultative approach before implementing large-scale projects • Implement the Physical Planning and Development Control Act 25 2002. 	<ul style="list-style-type: none"> • Establishment of local management structures • Develop a participatory and consultative planning process • Develop management plan through consultation with stakeholders (parks) • Strengthening existing institutional framework • Institutional strengthening for improving capacity to implement the existing legislation • Comanagement between Gov't and interest groups/stakeholders • Develop/adopt strategic plan for the administration or strengthening of the organisation • Formation of NGO umbrella organisation • Review the plan and policies for a system of natural parks & protected areas 	<p>Improving consultation for comanagement initiatives & activities</p>

As with the vision elements, participants were asked to prioritise the strategies indicating which was primarily Government responsibility and which was NGO responsibility.

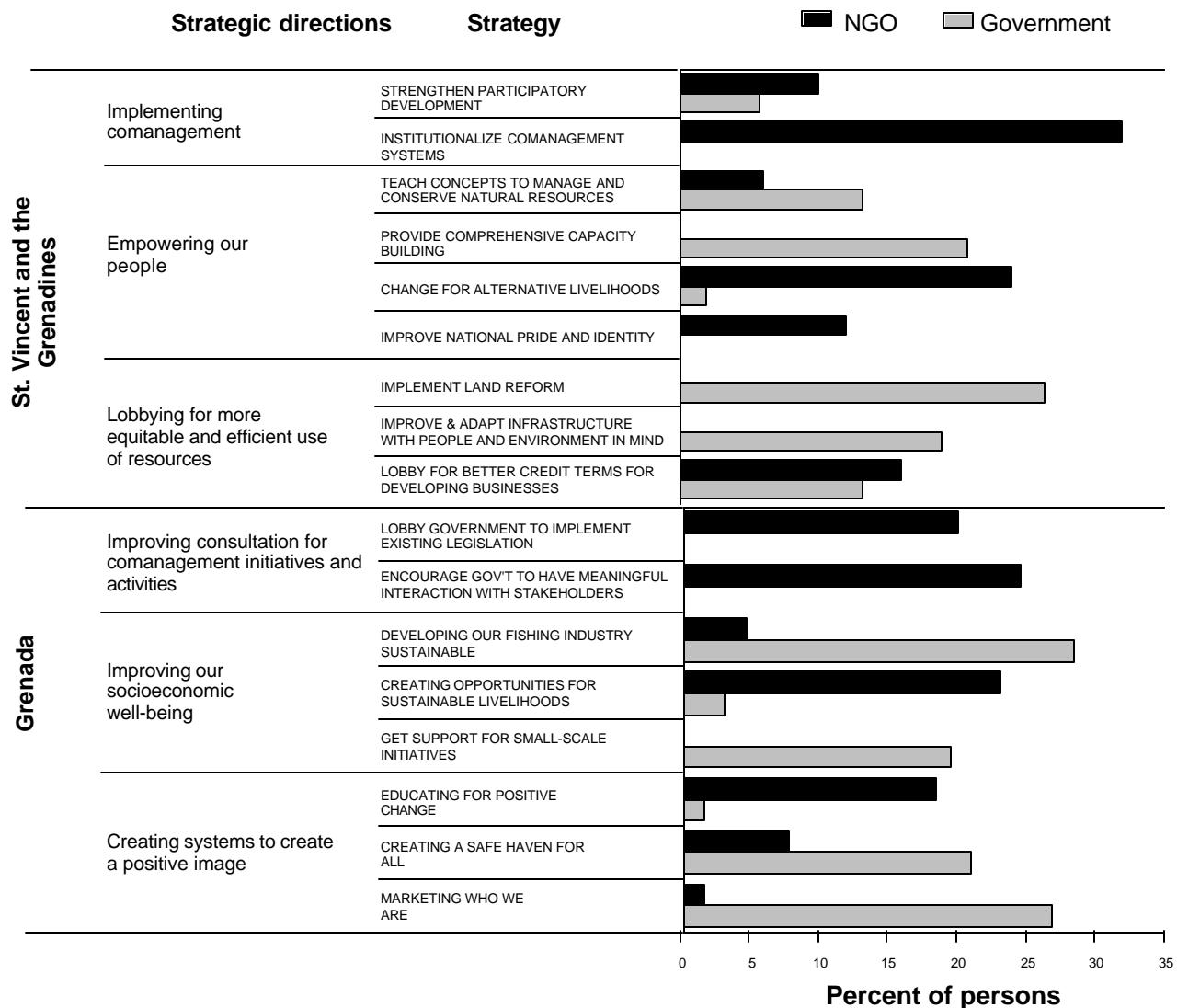


Figure 3. Prioritisation of the strategies in two categories, (a) what NGOs should focus on (grey bars) and (b) what Governments should focus on (black bars). The longer the bar, the more important participants considered that strategy to be.

There were strong differences in perception as to what Government should do and what NGOs should do (figure 3). For example, capacity building, land reform, fishing industry development, and support for small-scale initiatives were seen as areas where Government should focus attention, whereas, comanagement, opportunities for alternative livelihoods, and lobbying were seen as focal activities for NGOs.

PROJECT PROPOSALS

Following the preparation of the strategic plan, participants in both planning workshops were asked to generate project ideas that would implement the strategic directions. Participants were divided into groups with each group responsible for two to three strategies. Following are the projects that were put forward by participants. Other project ideas were also put forward by the project team that were derived from the vision statements. These can be seen in Appendix 4.

St. Vincent Grenadines	
Title:	1: Research Co-management Models Suitable for Possible Implementation in the Grenadines
Area:	The Grenadines
Purpose:	To investigate available information on successful comanagement examples, and to identify a model that is adaptable to the Grenadines and that would enable sustainable development. In order to be beneficial to the Grenadines, this system should also nurture and develop a cadre of potential leaders who understand and are dedicated to the Grenadines, its people, and its success.
Partners:	Institutions, groups and individuals presently involved in co-management such as Government, the Private Sector, NGOs, educational institutions, and locals.
Title:	2: The Marketing and Development of the Grenadines as a Nature-Based Tourism Destination
Area:	The Grenadines
Purpose:	To preserve/conserve the indigenous natural and cultural resources throughout the Grenadines while utilising them in a sustainable manner for the development of their people.
Partners:	The Government, the private sector, NGOs, educational institutions, locals.
Title:	3: The Introduction of Technical/Environmental Training for Communities in the Grenadines
Area:	The Grenadines
Purpose:	To harness and utilise the pride, enthusiasm and energy of many communities for their surroundings by coupling it with proper, hands on environmental education. The idea is that this understanding and behaviour will eventually lead to the maintenance of a cleaner and healthier general environment with the community having acted as a catalyst for this process.
Partners:	The Community, Solid Waste Management, the Government, International and Regional Expertise.
Title:	4: Acquisition and Distribution of Information on the Importance of Coral Reefs
Area:	The Grenadines
Purpose:	To raise awareness of the myriad roles of coral reefs, including their importance as a natural ecosystem, as habitats and nurseries for beautiful and economically valuable marine life, and for coastline protection.
Partners:	The Community, the Government, and marine experts.
Title:	5: Introducing Environmental Issues in the Primary and Secondary Education Curriculum
Area:	The Grenadines
Purpose:	To ensure that future generations will enjoy the benefits from natural resources.
Partners:	People involved in co-management including Government, private sector, NGOs, educational institutions, local people.
Title:	6: Installation of Privatised Desalination Plants to Provide Reliable and Safe Drinking Water for the Grenadines People
Area:	Bequia, Canouan, Mayreau, Union Island.
Purpose:	To provide safe reliable potable water to the populace, one of the main infrastructural requirements for facilitating a better quality of life and sustained development. A positive spin-off would be the generation of employment as well as significant reduction in the cost of constructing residences.

Partners:	The Government and private sector
Title:	7: Formation and Launch of a Fisher's Cooperative
Area:	St. Vincent and the Grenadines
Purpose:	To provide more leverage to negotiate better terms of financing, duty free concessions (fuel, etc.); To educate fishers in small business management and development; To teach sustainable fishing methods.
Partners:	Fishers, Cooperative Division, lending agencies
Title:	8: Creation of a multi-purpose educational centre for the Grenadines
Area:	Union Island
Purpose:	To aid sustainable development on the island by developing a highly adaptable, innovative and entrepreneurial workforce that will wisely exploit any business opportunities that develop.
Partners:	Ministry of Education, civil society
Title:	9: Promotion on National TV of a "Buy Local" Campaign
Area:	St. Vincent and the Grenadines
Purpose:	To stimulate and boost the local economy and manufacturing industry by capitalizing on Vincentians' national pride and advertising over a very effective medium.
Partners:	International/regional NGOs for funding, community residents, Government, National TV Station, etc.
Title:	10: Implementation of land reform policies
Area:	The Grenadines
Purpose:	To prepare a strategic land-use development plan that would heavily incorporate modern participatory processes and so reflect the concerns, and address the issues of the residents who live in the actual locations. Accomplishing this would require a detailed property survey to assess the current status of the land situation and from this to produce a comprehensive database of existing land uses.
Partners:	NGOs, Government, private investors, residents
Title:	11: Leadership training for NGOs
Area:	The Grenadines
Purpose:	To provide local NGOs which in many cases are dedicated, community oriented, have taken some leadership responsibility, and most importantly are more "in tune" than Big Government, the vital management skills which would augment their capacity as leaders within the community setting.
Partners:	NGOs, Government, private sector, Universities
Title:	12: The Provision of Computer and Office Management Training
Area:	Grenadines
Purpose:	To give local people in the community the needed skills, confidence and exposure to become capable and effective managers under any circumstance and at any level, be it from manning the headquarters of a regional NGO to operating a small business.
Partners:	NGOs, Government, private sector, Universities
Title:	13: Provision of Adult Education Facilities and Opportunities to all Grenadines Residents
Area:	The Grenadines
Purpose:	To provide residents who may not have benefited from a complete formal education or wish to pursue further education, a chance at achieving this goal in a range of practical and relevant areas at convenient times and locations. The opportunity for individuals to empower themselves as well as their community is a worthwhile and valuable asset towards development.
Partners:	NGOs, Government, private sector, Universities
Title:	14: Introduction of Technical Training for Fishers in the Grenadines (navigation, safety, environmentally friendly fishing methods, etc.)
Area:	The Grenadines
Purpose:	To provide much needed investment in the human resources of this socially and economically important sector. While fishing fleets and facilities are important as well, providing fishers with skills to improve their safety, efficiency and contribution to the environment is needed to make the industry sustainable.
Partners:	NGOs, Government, private sector, Universities

Title:	15: Encourage and Promote Small-scale Sustainable Mariculture
Area:	The Grenadines
Purpose:	To supply people with realistic economic alternatives by providing them with the information, skills, and knowledge to become successful entrepreneurs and grasp business opportunities in untraditional but promising areas such as mari-culture which can be successfully applied in the Caribbean.
Partners:	NGOs, Government, private sector, Universities
Title:	16: Training in New Fishing Techniques and the Promotion of Alternative Fisheries
Area:	The Grenadines
Purpose:	To provide training for local fishers in alternative sustainable fishing techniques and to introduce potential sustainable fisheries for which there are possible local, regional, or international markets.
Partners:	NGOs, Government, private sector, Universities
Title:	17: Increase the Availability of Skills Training Centres
Area:	The Grenadines
Purpose:	To give provide a realistic opportunity for the people of the Grenadines to upgrade their skills and training in a range of areas at accessible local centres.
Partners:	NGOs, Government, private sector, Universities
Title:	18: Conduct a Skills Assessment Survey Throughout the Grenadine Islands
Area:	The Grenadines
Purpose:	To investigate what skills are present in each of the islands, who possesses those skills, which particular ones are lacking and which ones are most needed in each of the islands.
Partners:	NGOs, the Government, the private sector, Universities
Grenada Grenadines	
Title:	1: Organization of Persons and Businesses in the Local Cottage Industry Sector
Area:	Petite Martinique
Purpose:	To offer a better livelihood and an improved standard of living to persons who make crafts, art and other products at the cottage industry level. These are typically home-based products requiring baking, sewing, crocheting, knitting, etc. This opportunity to improve circumstances in the sector could include the development of a clearinghouse system- a centre from which to sell and an agreement about a fair and equitable price structure.
Partners:	Art and craft producers, small business operators, producers involved in the cottage industry sector.
Title:	2: "Security for All " Public Awareness Program Targeting Youth
Area:	Carriacou and Petite Martinique
Purpose:	To implement a series of public education programs in both primary and secondary schools to address various topics on public and personal safety. The areas which be given priority include first aid, search and rescue, crime prevention, scuba diving, and protection of marine resources.
Partners:	Government, the Police, NGOs, the General Public, Primary and Secondary Schools, the Coast Guard and Diving Operators
Title:	3: Upgrading of Night Landing Facilities at the Carriacou Airport to Improve Emergency Response Times.
Area:	Carriacou and Petite Martinique
Purpose:	To facilitate the speedy evacuation of victims, especially in the event of night-time emergencies, which cannot be performed at the existing facilities. This is particularly relevant in cases such as the bends, where symptoms tend to occur several hours (usually after dark) after the dive.
Partners:	Government, Police, NGOs, general public, Airport Management.
Title:	4: Provision of a Decompression Chamber and the Associated Medical Services for the Grenadines
Area:	The Grenadines
Purpose:	For the rapid and effective treatment of decompression sickness (the bends) and other diving related

	emergencies and mishaps
Partners:	The Government, the private sector, NGOs, the general public.
Title:	5: Grenadines Information Data-base and Inventory Development Project
Area:	The Grenadines
Purpose:	To establish a substantial database of relevant and reliable information and historical data which could be used for planning, educational, and tourism purposes. This information would range from economic, social and cultural areas, and in addition it would be preserved in a format or medium appropriate to its nature and intended purpose e.g. literature, pictures, etc.
Partners:	Government, the media, NGOs, community, special interest groups
Title:	6: Development and Implementation of an Emergency Radio and Communication System
Area:	The Grenadines
Purpose:	For general communication purposes, but also as a modern necessarily in handling natural disaster (e.g. hurricanes) and emergency (accidents, search and rescue) scenarios. This is envisaged as a complete system including the designation of a radio band to be used.
Partners:	The Government, NGOs, fishers, public organizations, yachters
Title:	7: Campaign to Systematically Assess and Implement the Rules and Regulations of Marine Protected Areas
Area:	Carriacou, Petite Martinique
Purpose:	To follow up on the implementation of rules and regulations within marine parks which for the most part are in existence but are not diligently enforced. A period of monitoring, assessment and feedback for these actions is also suggested to estimate their effectiveness and ensure that the enforced measures are relevant and are having the desired outcomes.
Partners:	Government, NGOs, public organisations
Title:	8: Disseminate Information on Accessing Funding to NGOs
Area:	Carriacou, Petite Martinique
Purpose:	To establish and maintain a current and relevant database on local, regional and international agencies interested in funding or supporting community projects in the area of sustainable development. This information would describe the potential donor organization, their particular interests, and publish contact details. At another level it would also cater to the local NGOs by providing useful information on donor requirements, how NGOs should market themselves and their projects for funding and other crucial advice. The aim of this project would be to enhance the effectiveness of the NGOs in securing funds.
Partners:	Carriacou Environmental Committee, the Government, NGOs
Title:	9: Supporting Sustainable Development Through the Use of Fund Raising and the Involvement of Technical Support Groups
Area:	Carriacou, Petite Martinique
Purpose:	To ultimately generate a series of project proposals that would assist in the process of sustainable development, but at the same time be (1) geared / conceptualised towards generating funds to be used their own implementation, they would in other words be self sustaining / financing. And (2), encourage and solicit the advice and /or active support of technical teams or specialists.
Partners:	Government, NGOs
Title:	10: Utilising the Power of Street Theatre to Highlight the Advantages of Sustainable Livelihoods
Area:	Carriacou, Petite Martinique
Purpose:	To highlight the role, and importance of sustainable habits and livelihoods to the islands of the Grenadines at the present, and in their future survival. This message will be presented to the people utilising the popular and engaging art of street theatre, a medium that builds on the rich culture and history of the area (e.g. Shakespeare Mas'), has the capacity and vigour to get everyone (especially at a community level) involved and connects at a real and unpretentious level with regular, everyday people, a critical audience that is often not reached by more formal, conventional methods.
Partners:	Individual cultural groups, the Government- Ministry of Culture

Title:	11: Development of a Live History Event in Petit Martinique
Area:	Petite Martinique
Purpose:	To educate people, including locals and visitors about Petite Martinique using an innovative and engaging approach, that of a live history event. This activity in particular should actively preserve what is a very colourful heritage, bolster local pride and participation and simultaneously constitutes an intriguing and educational visitor attraction
Partners:	Community, NGOs, Government, Ministry of Culture
Title:	12: Complete Documentation of all Cultural and Heritage Sites and Resources on Carriacou and Petit Martinique
Area:	Carriacou & Petite Martinique
Purpose:	To identify and provide useful documentation of all cultural and historical sites within Carriacou & Petite Martinique. This action may hopefully become an important tool in the preservation of these areas as well as help in prioritizing sites and resources which aids the effectiveness of the implementing agency's efforts and actions.
Partners:	The Historical Society, National Parks, the Grenada Museum, Carricaou Environmental Committee, etc.
Title:	13: Attract and Support for Small Scale and Local Investors in the Carriacou and Petit Martinique Area
Area:	Carriacou & Petite Martinique
Purpose:	Provide a readily available package of attractive incentives for small scale & local investors in the form of appropriate concessions, subsidies, advice etc. This would look to encourage a vibrant and hardy local business and investment sector, comprised of stakeholders with a vested financial as well as social interest and commitment to the area.
Partners:	The Government (GIDC) as lead agency together with co-operatives or local community groups
Title:	14: Development of Fisherman's Association for Carriacou and Petite Martinique
Area:	Carriacou & Petite Martinique
Purpose:	To develop the fishing industry as a whole in Carriacou and Petite Martinique, which figures as a central engine of growth to the local economy and can sustain a livelihood and culture familiar to and accepted by the people as their own, and which fits with their values and history.
Partners:	Fish vendors, fisher-folk, the Fisheries Division, the Fishermen's Coop, NGOs, the Cooperative Department
Title:	15: Kayak (Petite Martinique) Fishing Complex
Area:	Petite Martinique
Purpose:	To provide physical facilities which will enhance the fishing and tourism industries in Petite Martinique and the Grenadines
Partners:	Fish vendors, fisher-folk, the Fisheries Division, the Fishermen's Coop, NGOs
Title:	16: Establishment of a Live Fishing Bait Nursery in Carriacou
Area:	Carriacou and L'Esterre
Purpose:	To take a proactive approach towards development in the fishing industry by providing, through a bait nursery, the steady supply of live fishing bait when needed.
Partners:	Seine men, fishers, NGOs, the Fisheries Division
Title:	17: Promoting and Facilitating the Process of Institutional Strengthening in Carriacou's Organisations
Area:	Carriacou
Purpose:	This programme strives to aid the process of sustainable development by improving the capacity, potential and effectiveness of existing organizations. This will be achieved by formulating and amending constitutions, organising/scheduling meetings, general capacity strengthening, establishing protocols, developing sound business plans, and providing training/ advice on record keeping/accountability and its importance.
Partners:	Members of the organizations, various consulting firms
Title:	18: Development of Recreational Facilities in Schan-Chego, and Petit Martinique
Area:	Schan-Chego, Petite Martinique

Purpose:	To restore and supplement the natural beauty of the area for the public in general and visitors as well, by tidying the location and providing facilities such as seats, gazebos, etc which not only enhance the environs, but are practical and functional as well.
Partners:	All NGOs in the area, schools, businesses, and the Government
Title:	19: Initiating a Review of Legislation for Natural Resource Management within the Tri- State of Grenada
Area:	Grenada, Carriacou, Petite Martinique
Purpose:	Undertaking a review of the body of existing Legislation for Natural Resource Management and identifying any deficiencies, limitations or other weaknesses, with the aim of making recommendations for improving them.
Partners:	The Grenada Government, NGOs and all stakeholders
Title:	20: Design and Launch of an Umbrella Grenadines Regatta Committee Organisation
Area:	The Grenadines (regatta committees within this area)
Purpose:	To ensure proper networking between groups, develop operational standards consistent with the Regatta International Standards and organize an annual calendar of sailing events, thereby avoiding the duplication and conflict that can occur. This will promote the sport in the Grenadines as a whole, by offering a larger, more diverse package (a regional event) than what is currently available. Given the importance of sailing traditionally and more recently economically as a niche tourism market in the Grenadines, it is well suited and has the potential to be a catalyst in the area's sustainable development.
Partners:	All regatta committees, boat building organisations
Title:	21: Founding a Southern Grenadines Water Taxi Association
Area:	Carriacou, Petite Martinique
Purpose:	Due to the geography of the area this is key not only to enhancing the existing tourism product but to offering a vital service to the people of the southern Grenadines, and as such needs some form of organization to increase its efficiency, safety and general standards.
Partners:	Water taxi owners, private investors

The above projects relate to the strategies and vision elements as shown in the table below.



Group reporting at the Carriacou strategic planning workshop

THE RELATIONSHIP OF THE PROPOSED PROJECTS TO THE STRATEGIES AND VISION ELEMENTS

(the numbers in the cells refer to the project numbers above.)

Vision elements	Strategies															
	St. Vincent Grenadines										Grenada Grenadines					
	Teach concepts to manage and conserve natural resources	Provide comprehensive capacity building	Change for alternative livelihoods	Improve national pride and identity	Implement land reform	Improve & adapt infrastructure with people and environment in mind	Lobby for better credit terms for developing businesses	Strengthen participatory development	Institutionalise comanagement systems	Lobby government to implement existing legislation	Encourage govt to have meaningful interaction with stakeholders	Developing our fishing industry sustainable	Creating opportunities for sustainable livelihoods	Get support for small-scale initiatives	Educating for positive change	Creating a safe haven for all
Natural resources managed through legislation and enforcement																
Reefs protected from physical damage and pollution	5		4							7						
Parks and protected areas established and operational							10			7	18					
Coastal areas and beaches clean, enhanced and protected	5									7	18					
Fisheries developed through improved management, technology and organisational capacity		14	16	12, 18	11				7		14, 15, 16		8, 9, 13	10	4	
Mariculture being tried as an alternative source of income from the sea		14	16	18	11				7		14, 15		8, 9, 13	10		
Small business developed to increase local earning, especially from tourism		13	16, 17	12, 18	11			6	7		14, 15, 16	21	8, 13	10, 11, 12		1
Tourism controlled to sustainable levels		13					10						8, 9, 13	10, 11		1

Vision elements	Strategies												
	St. Vincent Grenadines							Grenada Grenadines					
	1	2	3	4	5	6	7	8	9	10	11	12	13
Culture and heritage protected and developed for local education, enjoyment and as a source of income													
Waste managed for a cleaner healthier environment			3										
Land resources conserved and developed in a planned way									10				
Water resources enhanced and conserved								6		7			
Social and safety services developed													
People more aware of environmental and sustainable development issues	13, 14		12		9		8						
Increased opportunity for access to education and self-development	14	16, 17	12, 18	11			8	7		17			
Greater capacity for groups to work effectively together for community development and comanagement	13, 14	16, 17	12, 18	11	9					17, 20			
Strong political support in implementation through good governance	1, 13, 14												

REFLECTIONS

The vision and strategic planning meetings were well attended, and participation was very active, particularly in the small group discussions. Reflections at the close of each workshop yielded a number of comments about the effectiveness of the participatory process and the enjoyment of working with the diverse group. Following are some reflections of the strategic planning meetings.

REFLECTIONS ON THE PARTICIPATORY STRATEGIC PLANNING PROCESS AT THE CARRIACOU WORKSHOP

- I am impressed by the variety of people that are here together trying to go forward on a common path.
- I like the sharing of information in a way that everyone can see.
- I have a personal vision for yachting in the Grenadines that visitors would come here and sail around on locally built yachts. Now I can see how that vision can come alive and fit into what we're talking about.
- I am looking forward to more collaboration with an emphasis on cultural aspects.
- With this information we can 'put our house in order,' and we can access funding.
- I was most engaged in the way that we can work and bring ideas together.
- Bringing new folks in was a big help because they bring new ideas.
- I was impressed with the strong inputs from everyone.
- Dealing with the blocks was the hardest part for me.
- Working out the projects at the end was very exciting.
- UNESCO IUCS has an interest in working in the Grenadines and to see them established as a World Heritage Site. The work done here can provide a sound basis for them to tap into and build on. They are interested in moving forward in 2003.
- There are several initiatives in the USA under the National Oceanographic and Atmospheric Administration (NOAA) that could result in funding for some of the project.



Working in small groups, participants freely discussed their ideas about sustainable development.

REFLECTIONS ON THE PARTICIPATORY STRATEGIC PLANNING PROCESS AT THE CANOUAN WORKSHOP

- It was a great pleasure to see Mustique involved in a project for the Grenadine Islands for the first time.
- The group worked well together without any conflict.
- My ideas were there but not well formed. Now that I see that others have them also, I am better able to articulate them.
- There is a goal here that cuts across political divisions.
- This is the first time that I have been in an inter-island activity like this. It is like a national workshop.
- There is a feeling of empowerment because what needs to be done is clearer, and we can do it.
- I am glad to have been here to experience and participate in the process.
- Having a facilitated process allows ideas to come together and create a passion to move forward.
- Usually these discussions are held among high level people, but here we have a wide range of people giving input.
- Grenadines people have been treated like VIPs here, and I am not referring to the food and accommodations, but to the way that their ideas have been treated.

CAVEATS

The strategic plan in this document was developed through a facilitated process using the inputs of a wide variety of stakeholders. It reflects their ideas regarding what they would like to see done in their islands. The aspirations, broad knowledge and dedication of the participants are very much in evidence in what has been developed. As was pointed out in the meetings, the process generated much enthusiasm and high expectations for change. However, it is important to remember the plan that was developed is ambitious and is a long-term venture. It will require sustained input from both Government and Non-Governmental stakeholders.

Moving from what is presented here to successful implementation will require detailed action planning, proposal development, inputs of resources from many sources, and patience. Regardless to perceived priorities, some activities will be more fundable than others, therefore, we wish to remind all stakeholders, especially those who gave their valuable time for this process, that implementation may not achieve all that is presented here in the first five years. Even so, with this plan as a guide, even modest achievements over the next five years could serve to turn the tide of change towards sustainability in the Grenadines and make better lives for all who live there. Therefore, no small effort toward the goal will be unwarranted.

APPENDIX 1: RESULTS OF THE ISLAND VISION WORKSHOPS

VISION ELEMENTS--BEQUIA

FOCUS QUESTION: Where do we want to see ourselves with respect to sustainable development in five years in the Grenadines and Bequia in particular?

VISION ELEMENT	SUMMARY
HEALTHIER, CLEANER ENVIRONMENT	<p>> <i>To adopt new technology and more responsible approaches to managing our waste to ensure a clean environment.</i></p>
ENHANCED, PROTECTED REEFS	<p>> <i>To take a stronger stance towards conservation of our reefs through protected areas, legislation and structural enhancement.</i></p>
PROTECTED, ENHANCED BEACHES	<p>> <i>To make our beaches a priority through maintenance and protection.</i></p>
IMPROVED ENVIRONMENTAL EDUCATION	<p>> <i>To firmly install environmental education in our schools and other public institutions.</i></p>
IMPROVED FISHING INDUSTRY	<p>> <i>To have a fishing industry in which fisherfolk work together for full development, safety and sustainability.</i></p>
THRIVING, PRODUCTIVE MARICULTURE	<p>> <i>To develop an appropriate and viable mariculture industry.</i></p>
DEVELOPED ECOTURISM INDUSTRY	<p>> <i>To develop eco-tourism sites.</i></p>
MORE CULTURAL AWARENESS	<p>> <i>To preserve and enjoy our cultural traditions and history.</i></p>
FOREST MANAGEMENT FOR WATER PROTECTION	<p>> <i>To use forestation and other means to protect and enhance our water supply.</i></p>
COOPERATION FOR DECISION-MAKING	<p>> <i>To develop the capacity for greater input from Bequians and their organisations into decision-making and comanagement.</i></p>
PROTECTED HUMAN RESOURCES	<p>> <i>To use life-saving technology and improved safety measures.</i></p>

SHARED VISION FOR BEQUIA								
HEALTHIER CLEANER ENVIRONMENT	ENHANCED PROTECTED REEFS	PROTECTED ENHANCED BEACHES	IMPROVED ENVIRONMENTAL EDUCATION	IMPROVED FISHING INDUSTRY	THRIVING PRODUCTIVE MARI-CULTURE	MORE CULTURAL AWARENESS	FOREST MANAGEMENT FOR WATER PROTECTION	COOPERATION FOR DECISION MAKING
Reduced use of plastic bags	Artificial reefs	Protected beaches	Stronger environmental education in secondary/ primary school	Training, education and development of fishermen and industry	Lobster farming and seamoss cultivation established	More museums about Bequia culture	Conservation of forest reserves	The voice of youths in organizational structure
Separating household garbage to recycle	Protected reefs	Beach cleaning program	Syllabus for environmental education	More togetherness in fishing	DEVELOPED ECOTURISM INDUSTRY	Historical culture preservation (museum)	Plant a tree program. Save old trees	Integration of government and NGOs in marine maintenance development and conservation
Recycling facilities	Using old metal to build reefs	Maintain coastal areas through land reclamation	Environmental education as part of school curriculum	Enforcement of laws to protect young fish, lobster, turtles, etc.		Maintenance of natural state and traditions of the island by promoting culture	Water supply protection and enhancement	Limited sale of land to expatriates
Reduction in pollution and garbage through 4Rs	Regulated mooring facilities	Limited luxury hotels on beaches	Agriculture science education in school	Updated and enforced environmental regulations esp. fishing		Developed eco-tourism industry	Replanted coastline	PROTECTED HUMAN RESOURCES
Updated/ enforced environmental regulation esp. waste	Development of existing marine conservation areas in Bequia	Underwater breakwaters – from tires, cars and ships	Public education on the environment, its destruction and conservation	Underwater barriers from tires, old cars and ships				A helicopter base for faster search and rescue and emergencies
Incentives for environmentally friendly cars	Implementation of laws protecting marine parks and conservation areas			Enforcement of fisheries laws				Recreational safety
Enforcement of littering laws				Sustainable harvesting of marine resources				
Developed sewerage and water treatment system in PE				Decompression chamber(s) for our divers				
Reduce, reuse, recycle (compost)								
Sanitary facilities for tourists, e.g. yachts								

VISION ELEMENTS--CANOUAN

FOCUS QUESTION: Where do we want to see ourselves with respect to sustainable development in five years in the Grenadines and Canouan in particular?

VISION ELEMENT	SUMMARY
EFFICIENT USE AND MANAGEMENT OF RESOURCES	> <i>To sustainably use our natural resources through restoration, parks and effective management.</i>
IMPROVED FISHING INDUSTRY THROUGH TECHNOLOGY	> <i>To increase the productivity and attractiveness of our fishing industry through additional markets and more efficient methods.</i>
MORE JOBS UNDER BETTER CONDITIONS	> <i>To have more diverse employment opportunities under better working conditions for our people.</i>
PRESERVATION AND ENHANCEMENT OF HERITAGE	> <i>To preserve our culture and restore our historical sites for ourselves and the enjoyment of our visitors.</i>
DEVELOPMENT OF PHYSICAL INFRASTRUCTURE	> <i>To have a full range functional physical infrastructure in beautiful surroundings.</i>
IMPROVED HEALTH AND SANITATION	> <i>To properly dispose of solid waste on our island.</i>
PARTNERSHIPS FOR DEVELOPMENT	> <i>To fully develop our capacity to address our development issues through learning together and cooperation.</i>
DEVELOPING HUMAN RESOURCE CAPACITY	> <i>To fully develop ourselves to meet our challenges and build productive lives through skills training and awareness building.</i>

SHARED VISION FOR CANOUAN							
EFFICIENT USE AND MANAGEMENT OF RESOURCES	IMPROVED FISHING INDUSTRY THROUGH TECHNOLOGY	MORE JOBS UNDER BETTER CONDITIONS	PRESERVATION AND ENHANCEMENT OF HERITAGE	DEVELOPMENT OF PHYSICAL INFRASTRUCTURE	IMPROVED HEALTH AND SANITATION	PARTNERSHIPS FOR DEVELOPMENT	DEVELOPING HUMAN RESOURCE CAPACITY
Clean up the mangrove	Encourage government to help search for markets for fishermen	Investors creating more jobs	Development of historical, cultural, natural sites	Better maintenance of our immediate surrounding (beautification)	Proper solid waste management programmes	Unity between private and public sector	Workshops (educating the public about development)
Alternate sources of sand for construction	Small businesses to provide employment	Creation of employment	Develop the entire island as a tourist attraction	Better maintenance for the environment	Solid waste disposal on the island	Groups (local) cooperating together (e.g. cleaning the environment)	A centre for skills training for youth
Development of natural parks and marine resources	Make markets for fish and product	Better working conditions	Restoration of historical sites (Fort) (museum)	Better roads with proper drainage		Organizations working together	Development of human resources
Greater development and use of marine resources	To attract young persons to fishing using technology		Restoration of historical and cultural sites	Running water in all houses		Groups integration to aid development	Improve the level of education in all sectors
More efficient and effective utilization of resources			Establishment of Information Bureau	Water conservation (wells, dams, irrigation systems)		Better communication between all three parties (Government, people and developers)	To have programs to educate community
Sustainability of natural/ marine resources			Develop historical sites	Access to all beaches			Seminars on protecting our marine habitats
				Development of proper recreational facilities			Preparing young people for our changing environment
				Developed sporting facilities (motivate & discipline)			Arts and crafts Programmes targeting youths & unemployment
							Educate the community on historical marine resources
							Training young people in development of their own business

VISION ELEMENTS--CARRIACOU

FOCUS QUESTION: Where do we want to see ourselves with respect to sustainable development in five years in the Grenadines and Carriacou in particular?

VISION ELEMENT	SUMMARY
KEY ECOSYSTEMS IDENTIFIED, MANAGED AND PROTECTED	➤ <i>To protect ecosystems by establishing and managing marine and terrestrial parks and by general improvement in management and protection.</i>
INCREASED ENVIRONMENTAL AWARENESS RESPONSIBILITY AND PRACTICES	➤ <i>That all our people will value the environment through greater knowledge and understanding.</i>
IMPROVED BEACH MANAGEMENT	➤ <i>To have beautiful, pristine beaches through protection and care.</i>
SUSTAINABLE FISHERIES	➤ <i>To see fishers organised and working together in harmony with the marine environment.</i>
INCREASED ECONOMIC ACTIVITY	➤ <i>To enjoy greater economic security through a variety of tourism products based on local natural resources and improved accessibility to the island.</i>
INNOVATION IN TRADE AND VALUE-ADDED PRODUCTS	➤ <i>To increase our economic and employment returns by developing and marketing a variety of innovative products from local resources.</i>
ENHANCED HERITAGE PROTECTION SYSTEMS	➤ <i>To see our traditions and history preserved, enjoyed and used as a means of livelihood.</i>
IMPROVED WASTE MANAGEMENT	➤ <i>To address and win the battle of waste in order to have a cleaner island and put less pollution into the sea.</i>
IMPROVED LAND USE AND LIVESTOCK PRACTICES	➤ <i>To have sustainable land use and revegetation through good livestock management practices.</i>
EFFECTIVE LEGISLATION MONITORING AND ENFORCEMENT	➤ <i>To have more control over our infrastructure and the harmful effects of environmental damage through legislation and enforcement.</i>
GOOD GOVERNANCE	➤ <i>To have increased civil society participation in decision-making through dialogue and collaboration leading to just, transparent governance.</i>

SHARED VISION FOR CARRIACOU

KEY ECO-SYSTEMS IDENTIFIED, MANAGED AND PROTECTED	INCREASED ENVIRONMENTAL AWARENESS RESPONSIBILITY & PRACTICES	IMPROVED BEACH MANAGEMENT	INCREASED ECONOMIC ACTIVITY	INNOVATION IN TRADE AND VALUE-ADDED PRODUCTS	ENHANCED HERITAGE PROTECTION SYSTEMS	IMPROVED WASTE MANAGEMENT	EFFECTIVE LEGISLATION, MONITORING AND ENFORCEMENT	GOOD GOVERNANCE
Properly managed marine protected areas/no take zones	Develop public awareness campaign	Restore/enhance Palms and beaches	Cruise ship berth at Hillsborough	Improved value added of natural resources	System for protection of heritage sites	System to reduce/eliminate LBS of pollution	Enforcement of environmental protection legislation	Just, transparent administration
Establishment of more marine parks	Environmental awareness/ enhancement (3x)	Protect and conserve our beaches, e.g. sand mining	Increased earnings due to increased visitors	Better use of local products (agricultural & marine resources) for sustainable tourism	Well-developed local heritage sites	Develop proper sewer disposal systems	Stricter enforcement of rules & regulations	Informed decision making
Improved management of terrestrial and marine ecosystems	Greater awareness of the impact of shared resources across the Grenadines	SUSTAINABLE FISHERIES	Creating of employment opportunities for all	Greater use and protection of natural heritage	A cleaner Carriacou	Improved solid waste management ,e.g. recycling of some waste material	Review and enforce existing legislation	Institutionalized dialogue between government & NGOs/civil society
Moorings at Windward to protect reefs	Create and maintain public awareness about the need to practice good envir. "habits"	Use of environmental friendly methods of fishing	Easier travel to Carriacou	Free movement of goods and services within the island chain	Protect boat-building, sailing heritage		Controlled development (monitoring)	Educational activities to satisfy needs and goals
Develop botanical garden (terrestrial and marine)	Better access & exchange of information	Establishment of fisherman's cooperative	The World's #1 wreck dive site	Integrated community based development	IMPROVED LAND USE AND LIVESTOCK PRACTICES	Approved development plans	Increased level of collaboration between decision makers through communication	
Have marine services in each village	Increased public awareness on value of environment		The Grenadines become the leading workboat regatta centre in the Caribbean	Increased stakeholder cooperation	Reforestation	Legal instruments for conservation and management of environment	Identify appropriate focal points for development projects	
	Greater schools participation in environmental management		Increased employment in sustainable activities (guided tours)	Development of cottage industries	No stray animals enforcement and management policies etc.	Controlled eco-tourism		
	Better eco-tourism through training & education of stakeholders		Sustainable tourism industry (better use of local produce and protection of artefacts)		Get rid of the stray cattle	Stricter laws to prevent illegal dumping		
						Economic infrastructural development (better roads, water, etc.)		

VISION ELEMENTS—PETITE MARTINIQUE

FOCUS QUESTION: Where do we want to see ourselves with respect to sustainable development in five years in the Grenadines and Petite Martinique in particular?

VISION ELEMENT	SUMMARY
PROTECTED MARINE RESOURCES	> <i>To see our marine environment protected and maintained for future generations.</i>
WELL-MANAGED ENVIRONMENTAL PROTECTION	> <i>To protect our coasts, beaches and forest resources through improved awareness and involvement, including children.</i>
SUSTAINABLE LIVELIHOODS FROM FISHING	> <i>To improve all aspects of the fishing industry, especially through training fishers, better marketing and adopting sustainable fishing practices.</i>
ATTRACTIVE, INCOME-GENERATING TOURISM PRODUCT	> <i>To offer many appealing activities for tourists that would generate income for our residents</i>
INTEGRATED, THRIVING INDUSTRY	> <i>To see our local business community strengthened and functioning as a whole.</i>
PRESERVED, RICH CULTURAL HERITAGE	> <i>To preserve our rich cultural heritage for future generations and share to it with visitors.</i>
STRONG POLITICAL REPRESENTATION	> <i>To have the voice of Petite Martinique represented in our national legislature.</i>
ROUNDLY DEVELOPED, EMPOWERED SOCIETY	> <i>To have secondary education on our island and well equipped facilities for raising healthy, educated and employable youths.</i>
IMPROVED HEALTH CARE SERVICES	> <i>To have improved medical services including a chamber for divers and a home for the elderly.</i>
IMPROVED EFFICIENT INFRASTRUCTURE	> <i>To have efficient roads and affordable, adequate housing for those who need it.</i>
HEALTHY, POSITIVE COMMUNITY SPIRIT	> <i>To have a healthy community spirit through cooperation among people.</i>

SHARED VISION FOR PETITE MARTINIQUE

PROTECTED MARINE RESOURCES	WELL MANAGED ENVIRONMENTAL PROTECTION	SUSTAINABLE LIVELIHOODS FROM FISHING	ATTRACTIVE, INCOME-GENERATING TOURISM PRODUCT	INTEGRATED, THRIVING INDUSTRY	PRESERVED, RICH CULTURAL HERITAGE	STRONG POLITICAL REPRESENTATION	IMPROVED HEALTH CARE SERVICES	IMPROVED EFFICIENT INFRA-STRUCTURE
Buoys at all sandy cays	The coastal region protected	Fishing industry should develop	Tourist attraction sites (opening of trails and tour guides)	Better communication between businesses	Measures to revive island culture	Elected representative from PM	Medical clinic established	Roads for infrastructural development
A better marine park – healthy environment.	Proper care of our beaches	Improved marketing for fishing and agricultural products	Market our tourism product	Agro-processing plant in operation	Enhance rich cultural traditions	ROUNDLY DEVELOPED, EMPOWERED SOCIETY	Chamber for divers when getting hurt using tanks	A round island road system in PM
Better protection of coral reefs	Protect vulnerable coastal areas	Fishing & boating building taught at school	Tourist destination	More funding for local boatmen		A new high school for Petite Martinique	Proper clinic and resident doctor	Low income housing project
	Cleaner beaches on PM	Measures to prevent overfishing	Training tour guides	Proper marketing of our Regatta		A secondary school		Better road drainage
	Greater awareness of the environment	Well managed fish export trade	A botanic garden with local flowers (exotic) and animals			Education: Secondary School	HEALTHY, POSITIVE COMMUNITY SPIRIT	I would like people to be more cooperative
	Protection of forest in the Petit Piton	Livelihood: proper facility to promote fishing industry	Develop skills in tourism, particularly women			We need secondary school in PM		Plan together, work together
	School children involved in protecting the environment	Cooperative to help youth with fishing skills	More water sports			Better sport facilities for the youth		Peace, love and unity
	Waste-free Petite Martinique		Tourist information centre			Drug-free society		
	Well managed ecosystem		Beautiful nature garden			A sporting complex for youths		
	Areas set aside for specific activities		A better tourism attraction			Skills training centre (computer, sewing, craft, etc.		

VISION ELEMENTS--MAYREAU

FOCUS QUESTION: Where do we want to see ourselves with respect to sustainable development in five years in the Grenadines and Mayreau in particular?

VISION ELEMENT	SUMMARY
EFFECTIVE ENVIRONMENTAL COMANAGEMENT	> <i>To see greater effort put towards the enhancement and protection of our resources through comanagement.</i>
TOBAGO CAYS COMANAGEMENT	> <i>To move towards comanaging the Tobago Cays Marine Park for the benefit of our people.</i>
ORGANIZED PROGRESSIVE FISHING INDUSTRY	> <i>To have a more organized, developed and profitable fishing industry based on technology and cooperation amongst fisherfolk.</i>
ADEQUATE EDUCATIONAL OPPORTUNITIES AND FACILITIES	> <i>To fully develop our human resource potential by providing more opportunities for self-development and education.</i>
EFFECTIVE DIVERSE LOCAL TOURISM	> <i>To have greater capacity for small local tourism businesses to provide greater local benefit from tourism.</i>
IMPROVED HEALTH AND SANITATION	> <i>To have more health-care services and better solid waste disposal services on the island.</i>
ACCESS TO MORE RESOURCES	> <i>To see land made available to Mayreau people.</i>
BETTER STANDARD OF LIVING	> <i>To have a better standard of living for all.</i>
COMMUNITY, UNITY, RESPONSIBILITY AND ACTION	> <i>To see more civil society involvement in important issues.</i>

SHARED VISION FOR MAYREAU								
EFFECTIVE ENVIRONMENTAL CO-MANAGEMENT	TOBAGO CAYS CO-MANAGEMENT	ORGANIZED PROGRESSIVE FISHING INDUSTRY	ADEQUATE EDUCATIONAL OPPORTUNITIES AND FACILITIES	EFFECTIVE DIVERSE LOCAL TOURISM	IMPROVED HEALTH AND SANITATION	ACCESS TO MORE RESOURCES	BETTER STANDARD OF LIVING	COMMUNITY, UNITY, RESPONSIBILITY AND ACTION
Better management of marine resources	Co-management of the marine park	Creation of markets for fishermen	More workshops to educate ourselves	More businesses on Mayreau	Better health services	Land available for Mayreau people	Better standard of living (times 2)	Autonomous village council
An effective system to regulate use of marine environment	Tobago Cays co-management and sharing benefits	More markets to sell fish	Higher education	Jobs for young people	Proper garbage dumps		Better housing for residents	More responsible groups on Mayreau
Legislation for protective acts		Fishermen's co-op in place	Developing human potential -- resources and education	Tourists buying from the natives	Utilities and health care			Stronger community togetherness
Protect fish stocks		Technology in fishing	Adult education	Creating more job opportunities	Proper garbage disposal			
More vegetation		Duty free concessions for fishermen	Better early childhood facilities	Maximizing tourism economy				
		Better equipment for fishers		Each island have base for launches to the TCMP				
				More tourists - spending more				
				More local awareness in tourism				
				Regatta committee grow to a world wide stage				

VISION ELEMENTS --MUSTIQUE

FOCUS QUESTION: Where do we want to see ourselves with respect to sustainable development in five years in the Grenadines and Mustique in particular?

VISION ELEMENT	SUMMARY
EFFECTIVE CONSERVATION, REGULATIONS & ENFORCEMENT	> <i>To be tougher on practices that damage the environment (sea and land) by strengthening laws and regulations and by enforcing them.</i>
BETTER REEF PROTECTION AND CONSERVATION	> <i>To have measures in place that prevent anchoring practices that damage reefs.</i>
INTERACT TO PROTECT THE COAST	> <i>To see our people working together to clean and protect our beaches.</i>
COOPERATION AND MANAGEMENT FOR FISHERIES DEVELOPMENT	> <i>To see fishers formally organised with access to safety equipment and effective marketing arrangements.</i>
NEW SUSTAINABLE INCOME FROM THE SEA	> <i>To see people engaged in a diversity of new sustainable livelihoods based on marine and coastal resources</i>
BETTER PUBLIC EDUCATION FOR SUSTAINABLE DEVELOPMENT	> <i>To communicate and learn more effectively together ways to develop better approaches to our problems, our environment and our island's development.</i>
WELL-MANAGED LAND USE	> <i>To have more control over the prevention of harmful land use practices in agriculture, physical development and waste disposal.</i>
STRONGER COMMUNITY UNITY	> <i>To see a better lifestyle for our local residents through better cooperation in the community and stronger collaboration between the community and the Mustique Company.</i>

SHARED VISION FOR MUSTIQUE							
EFFECTIVE CONSERVATION, REGULATIONS & ENFORCEMENT	BETTER REEF PROTECTION AND CONSERVATION	INTERACT TO PROTECT THE COAST	COOPERATION AND MANAGEMENT FOR FISHERIES DEVELOPMENT	NEW SUSTAINABLE INCOME FROM THE SEA	BETTER PUBLIC EDUCATION FOR SUSTAINABLE DEVELOPMENT	WELL-MANAGED LAND USE	STRONGER COMMUNITY UNITY
<p>Patrol to limit spear and line fishing near shore</p> <p>Effective law enforcement</p> <p>Don't take lobsters or turtles out of season</p> <p>Pass legislation to prevent over-fishing</p> <p>Extend closed season for lobster, turtles, conch</p> <p>Fishers observe seasonal restrictions</p> <p>New marine laws</p> <p>Enforce regulations already in place</p> <p>More enforcement of conservation laws</p> <p>Wildlife protection - no hunting of manicou, iguana</p>	<p>Reef protection: no anchoring of yachts or other craft</p> <p>Patrol boat with officer dealing with boats/yachts</p> <p>Post signs that show where anchoring is permitted</p>	<p>Protect beaches around St. Vincent and the Grenadines</p> <p>Community volunteer group to clean reefs/beaches</p> <p>Costal protection - no building obstruction near beaches</p> <p>Refunds on water bottles (Mountain Top)</p>	<p>Strong fisherman association</p> <p>Diver training for fishermen</p> <p>Get a decompression chamber</p> <p>Diver chambers closer by</p> <p>Form a fisherman's cooperative</p> <p>Fixed prices for fishermen's products</p> <p>Find markets for fish products</p>	<p>Promote turtle watching</p> <p>Marine farming</p> <p>Promote whale watching</p> <p>Plenty marine life</p>	<p>Better local understanding of importance of conservation</p> <p>Talk more honestly and openly about problems</p> <p>Teach young people how to deal with tourists</p> <p>Everyone given disaster preparedness training</p> <p>Environmental education for young people (field trips)</p> <p>Education for fishermen - proper techniques - so they don't damage reefs</p>	<p>Restrict/ban poisonous agricultural chemicals</p> <p>Reforestation - to prevent runoff and to give wildlife habitat</p> <p>Address pesticide issue</p> <p>Restrict some materials used in construction/farming</p> <p>Farming - assistance to farmers in dry season to feed animals and prevent roaming (erosion)</p> <p>Better solid waste disposal system</p>	<p>Re-planning of local housing</p> <p>Better cooperation in the local community</p> <p>Better - residents collaboration with Mustique Company</p> <p>Local people have their own small businesses</p>

VISION ELEMENTS – ST. VINCENT

FOCUS QUESTION: In five years where do we want to see the Grenadine Islands with respect to sustainable development?

VISION ELEMENT	SUMMARY
EFFECTIVE ENVIRONMENTAL MANAGEMENT	> <i>To have the capacity to develop and uphold healthy and beautiful island environment through enforcement, restoration and management.</i>
EFFECTIVE MARINE PARK MANAGEMENT	> <i>To have an effective management structure in place for the Tobago Cays Marine Park.</i>
SUSTAINABLE FISHERIES DEVELOPMENT (INTEGRATED)	> <i>To have a modern, productive and quality fishing industry that is sustainable and serves the needs of tourism.</i>
ECONOMIC DEVELOPMENT ACTIVITIES	> <i>To have a well-developed and diverse tourism industry that provides quality job opportunities through provision of a range of services and products.</i>
CARRYING CAPACITY-BASED TOURISM	> <i>To protect the character of the Grenadines by developing a tourism industry that is consistent with environmental carrying capacity.</i>
ORDERLY PHYSICAL DEVELOPMENT	> <i>To establish and use effective systems for planned physical development.</i>
IMPROVED WATER SUPPLY	> <i>To address the water shortage in the Grenadines and the need for clean drinking water sources.</i>
EFFECTIVE WASTE MANAGEMENT SYSTEMS	> <i>To effectively handle the ongoing problem of waste from all sources, both land-based and sea-based..</i>
INCREASED ENVIRONMENTAL AWARENESS	> <i>To see all people environmentally aware so that they promote and support sustainable development.</i>
STRONG INSTITUTIONAL CAPACITY AND LINKAGES	> <i>To improve our human resources and our capacity to work together.</i>

SHARED VISION FOR THE GRENADINES AS SEEN BY ST. VINCENT								
EFFECTIVE ENVIRONMENTAL MANAGEMENT	EFFECTIVE MARINE PARK MANAGEMENT	SUSTAINABLE FISHERIES DEVELOPMENT (INTEGRATED)	ECONOMIC DEVELOPMENT ACTIVITIES	CARRYING CAPACITY-BASED TOURISM	ORDERLY PHYSICAL DEVELOPMENT	IMPROVED WATER SUPPLY	EFFECTIVE WASTE MANAGEMENT SYSTEMS	INCREASED ENVIRONMENTAL AWARENESS
Increased enforcement capability for natural resources	A self-sustaining management system for Tobago Cays Marine Park	Fishing plant with facilities which meet international standards (HACCP) Sustainable fishing activities Organise markets for fishermen Well developed fishing industry integrated with the tourism sector Self sustaining sea moss farm	Busy hotels & marinas Duty free port Some diversified ventures supporting the tourism base Development of an entertainment industry Two major tourism facilities (Union & Bequia) Greater international tourism thrust among Vincentians An established marine aquarium in Union Island Improved inter-island transportation system and communication Development of medium sized hotels to avoid single employer syndrome	Tourism based on the local environment No mass tourism No large cruise ships Mayreau remains unspoiled, no major developments	Well established system of moorings Land use zoning Good setbacks Strengthened sea defences	Pipe borne water Safe drinking water for locals Easy access to affordable, potable water Improved water supply	Pristine environment (garbage under control) Well managed solid waste systems Cleaner community with proper garbage disposal system Maintaining a clean healthy environment Unpolluted waters in the Tobago Cays	Increased level of educational awareness People living in harmony with the environment Increase awareness and caring for development of the Grenadines
Enforced environmental standards - no dumping, pollution, docking								
Natural vegetation restored								
Clean sandy beaches								
Increased vegetation along coastline								
Healthy coral reefs								
STRONG INSTITUTIONAL CAPACITY AND LINKAGES								
Development of true inter-departmental cooperation								
Human resource development								

VISION ELEMENTS – UNION ISLAND

FOCUS QUESTION: Where do we want to see ourselves with respect to sustainable development in five years in the Grenadines and Union Island in particular?

VISION ELEMENT	SUMMARY
NATURAL RESOURCES PROTECTED	> <i>To protect and conserve our natural resources through parks and where necessary rehabilitation.</i>
A HEALTHY AND CLEANER ENVIRONMENT	> <i>To clean-up our garbage problems and address some of our troubling social problems.</i>
A GREENER UNION ISLAND	> <i>To have more locally grown food, ornamental gardens and a botanic garden for locals and visitors to enjoy.</i>
DEVELOPED FISHING INDUSTRY	> <i>To have a more developed, organized and well-managed fishing industry that is sustainable.</i>
LOCALS BENEFITTING FROM TOURISM MORE	> <i>To have more attractions for visitors and improved attitudes to tourism that will benefit our locals.</i>
KEEPING OUR CULTURE ALIVE	> <i>To enjoy the preservation of our culture and traditions and to pass them on to our youth.</i>
EFFECTIVE LOCAL GOVERNANCE	> <i>To build our organisational and individual capacity to participate in the co-management of our development.</i>
IMPROVED SOCIAL SERVICES	> <i>To have community development and safety enhancing services.</i>
HUMAN RESOURCES DEVELOPING	> <i>To have more opportunities to provide quality education to ourselves and our children.</i>

SHARED VISION FOR UNION ISLAND								
NATURAL RESOURCES PROTECTED	A HEALTHY AND CLEANER ENVIRONMENT	A GREENER UNION ISLAND	DEVELOPED FISHING INDUSTRY	LOCALS BENEFITTING FROM TOURISM MORE	KEEPING OUR CULTURE ALIVE	EFFECTIVE LOCAL GOVERNANCE	IMPROVED SOCIAL SERVICES	HUMAN RESOURCES DEVELOPING
Belmont Pond as a bird sanctuary	Proper garbage disposal site	More people involved in agriculture	Fishers Cooperative	Tourist attraction sites	Naming streets and buildings (historical)	Managing our own resources	A community centre	Technical-vocational learning institution
Park at forestry reserve along Water Rock	Teaching children not to litter	Beautiful flowers and trees	Training for fishers	Sailboats, canoes, water skiing, Ashton Harbour	Restore rich culture	Local involvement in decision-making	Helicopter search and rescue - emergency protection service	New secondary school
Coastal ecosystem protection	Proper garbage disposal by all citizens	Historical botanical garden and hall of fame	Proper legislation regarding fishing	Reduction in tourist harassment	Traditional skills -- net making, fish pots	Community participation in self help	Adult education (drop-outs) for jobs	A second language
Protection of Union Island's coral reefs	Eradication of drugs and bad habits	Proper fisheries management (co-management)	Better boats and equipment for fishers	More recreation places for tourism	Develop sports and culture in the youth	United community towards growth and development	Educational training in environmental issues	
Rehabilitation of Ashton Marina						Umbrella organisation for all NGOs		
						Education on sustainable development		

APPENDIX 2: COMBINING THE ISLAND VISIONS FOR THE ST. VINCENT GRENADINES

Combined Vision for the Grenadine Islands of St. Vincent and the Grenadines

Combined vision elements		Union Island	St Vincent	Mustique	Mayreau	Canouan	Bequia
Natural resources management	Natural resources managed through legislation and enforcement	Natural resources protected	Effective environmental management	Effective conservation regulations & enforcement	Effective environmental comanagement	Efficient use and management of resources	Enhanced protected reefs
	Reefs protected from physical damage and pollution			Better reef protection and conservation			
	Parks and protected areas established and operational		Effective marine park management		Tobago cays comanagement		
	Coastal areas and beaches clean, enhanced and protected			Interact to protect the coast			Protected enhanced beaches
Sustainable livelihoods	Fisheries developed through improved management, technology and organisational capacity	Developed fishing industry	Sustainable fisheries development (integrated)	Cooperation and management for fisheries development	Organized progressive fishing industry	Improved fishing industry through technology	Improved fishing industry
	Mariculture being tried as an alternative source of income from the sea			New sustainable income from the sea			Thriving productive mariculture
	Small business developed to increase local earning especially from tourism	Locals benefiting from tourism more	Economic development activities		Effective diverse local tourism	More jobs under better conditions	Developed ecotourism industry
	Tourism controlled to sustainable levels		Carrying capacity-based tourism				
	Culture and heritage developed for local enjoyment and as a source of income	Keeping our culture alive				Preservation and enhancement of heritage	More cultural awareness

Combined Vision for the Grenadine Islands of St. Vincent and the Grenadines

Combined vision elements		Union Island	St Vincent	Mustique	Mayreau	Canouan	Bequia
Planning and delivery of land-based services	Waste managed for a cleaner healthier environment	A healthy and cleaner environment	Effective waste management systems	Well-managed land use	Improved health and sanitation	Improved health and sanitation	Healthier cleaner environment
	Land resources conserved and developed in a planned way	A greener Union Island	Orderly physical development		Access to more resources	Development of physical infrastructure	Forest management for water protection
	Water resources enhanced and conserved		Improved water supply				
	Social and safety services developed	Improved social services			Better standard of living		Protected human resources
	People more aware of environmental and sustainable development issues		Increased environmental awareness				Improved environmental education
	Increased opportunity for access to education and self-development	Human resources developing		Better public education for sustainable development	Adequate educational opportunities and facilities	Developing human resource capacity	
Human capacity for social transformation	Greater capacity for groups to work effectively together for community development and comanagement	Effective local governance	Strengthen institutional capacity and linkages	Stronger community unity	Community, unity, responsibility and action	Partnerships for development	Cooperation for decision making

APPENDIX 3: COMBINING THE ISLAND VISIONS FOR THE GRENADA GRENADINES

Combined Vision for Carriacou and Petite Martinique

	Combined vision elements	Carriacou	PM
Natural resources management	Natural resources managed through legislation and enforcement	Effective legislation, monitoring and enforcement	Well managed environmental protection
	Reefs protected from physical damage and pollution	Increased environmental awareness, responsibility and practices	Protected marine resources
	Parks and protected areas established and operational	Key ecosystems identified, managed and protected	
	Coastal areas and beaches clean, enhanced and protected	Improved beach management	Well managed environmental protection
Sustainable livelihoods	Fisheries developed through improved management, technology and organisational capacity	Sustainable fisheries	Sustainable livelihoods from fishing
	Mariculture being tried as an alternative source of income from the sea		
	Small business developed to increase local earning especially from tourism	Increased economic activity Innovation in trade and value-added products	Attractive, income-generating tourism product. Integrated, thriving industry
	Tourism controlled to sustainable levels		

Combined Vision for Carriacou and Petite Martinique

Combined vision elements		Carriacou	PM
Planning and delivery of land-based services	Culture and heritage developed for local enjoyment and as a source of income	Enhanced heritage protection systems	Preserved, rich cultural heritage
	Waste managed for a cleaner healthier environment	Improved waste management.	Well managed environmental protection
	Land resources conserved and developed in a planned way	Improved land-use & livestock practices Effective legislation, monitoring and enforcement	Improved efficient infrastructure
	Water resources enhanced and conserved		
	Social and safety services developed		Improved health care services
Human capacity for social transformation	People more aware of environmental and sustainable development issues	Increased environmental awareness, responsibility and practices	Well managed environmental protection
	Increased opportunity for access to education and self-development	Good governance	Roundly developed, empowered society (educational facilities)
	Greater capacity for groups to work effectively together for community development and comanagement		Healthy, positive community spirit
	Strong political support in implementation through good governance.		Strong political representation

APPENDIX 4: ACTION IDEAS EXTRACTED FROM THE VISION WORKSHOPS IN APPENDIX 1

Action ideas	Mustique	Canouan	Mayreau	Bequia	St Vincent	Union Island	Carriacou	Petite Martinique	Total No of islands
Agriculture development				1		1			2
Agriculture value added products							1	1	2
Animal control	1						1		2
Artificial reefs				1					1
Beach access		1							1
Beach cleaning	1	1		1			1	1	5
Beach protection	1						1	1	3
Botanical garden						1	1	1	3
Breakwaters				1					1
Building regulations	1								1
Chemical/pesticide control	1								1
Collaboration systems	1	1					1	1	4
Co-management			1	1		1	1		4
Community centre						1			1
Disaster preparedness training	1								1
Diving Decompression chamber	1							1	2
Diving wreck sites							1		1
Drainage								1	1
Ecotourism	1			1			1		3
Education for adults		1	1				1		3
Education for ecotourism							1		1
Education on environment/conservation	1	1		1		1	1	1	6
Education on historical/cultural resources	1							1	2
Education on small business development	1								1
Education on sustainable development	1					1			2
Employment opportunities	1								1
Environmental beautification		1					1		2
Environmental land based pollution reduction	1						1		2
Environmental legislation development							1		1
Environmental regulation enforcement	1			1			1		3
Fisher cooperative/association	1		1			1	1	1	5
Fisher training						1		1	2
Fisheries comanagement						1			1
Fisheries concessions				1					1
Fisheries diver training	1								1
Fisheries enforcement	1								1
Fisheries legislation	1								1
Fisheries management	1		1			1		1	4

Action ideas	Mustique	Canouan	Mayreau	Bequia	St Vincent	Union Island	Carriacou	Petite Martinique	Total No of islands
Fisheries marketing	1	1	1					1	4
Fisheries sustainable fishing methods							1		1
Fisheries technology	1	1	1			1		1	5
Forest conservation				1			1	1	3
Health services				1					1
Heritage boat building development							1	1	2
Heritage/culture development		1		1		1	1		4
Land for housing				1					1
Land-based reserves		1				1	1		3
Land-use management							1		1
Local governance				1					1
Local housing	1							1	2
Mariculture	1			1					2
Marine protected area development/operation		1	1	1			1	1	5
Marine resource/reef conservation	1	1					1	1	4
Marine/coastal ecosystem rehabilitation		1				1	1		3
Medical clinic								1	1
Mooring facilities/program	1			1			1	1	4
NGO capacity building	1	1	1	1		1			5
Old-age home								1	1
Preschool facilities									0
Regatta development							1	1	2
Re-vegetation	1		1				1		3
Roads		1					1	1	3
Sand sources		1							1
Search and rescue/safety				1		1			2
Secondary school						1		1	2
Skills training		1	1			1		1	4
Small business development	1						1		2
Sporting/recreational facilities		1						1	2
Tourism cruise ship berth							1		1
Tourism customer service training	1		1			1		1	4
Tourism information centre		1						1	2
Tourism small business development	1	1					1	1	4
Traditional skills training						1			1
Waste anti-littering program		1				1			2
Waste disposal facilities/programs	1	1	1	1		1	1	1	7
Water conservation		1							1
Water infrastructure		1					1		2
Wildlife conservation	1								1

APPENDIX 5: PARTICIPANTS IN THE INDIVIDUAL MEETINGS

Bequia vision meeting: Herman Belmar, Kurt Cordice, Joan Davis, Irene Doughty, Leslian James, John Relton, Orton King, Christina Lewis, Elaine Ollivierre, Lydia Ollivierre, Jan Ollivierre -Providence, Carla Peniston, Sylvanus Peters, Heidi Pritchard, Sylvester Simmons, Orthwin Simmons, **Facilitators:** Sharon Almerigi, Allan Franklin, Robin Mahon, Cecil Ryan.

Canouan vision meeting: Glenroy Baptiste, Zena Browne, Peter Compton, Garfield DeRoche, Carlita DeRoche, Ingrid Foyle -Samuel, Lisa Frederick, Hansel Henry, Valcina King, Ronnie McKie, Matthew McLaurence, Cordell McLaurence, Audin Mills, Terrance Ollivierre, Felix Ollivierre, Gus Pascal, Onika Quow, Charles Samuel, Nicolas Sandy, Junior Stevens. **Facilitators:** Sharon Almerigi, Bentley Browne, Allan Franklin, Robin Mahon, Cecil Ryan.

Carriacou vision meeting: Joe Adams, John Adams, Thomas Alexander, Wallace Collins, Patrick Comp ton, Virginia Fleary-Noel, Cecil Frederick, Constance Hagen, James Finlay, Esther Henry-Fleary, Dexter Lendore, Claudia Lewis, Bernard McIntosh, Max Nagel, Kenroy Noel, Mandy Noel, Gordon Paterson, Benson Patrice, Paul E. Phillip, Ramesh Rao, George Schmitt, Bernadette Sylvester, Brian Whyte. **Facilitators:** Sharon Almerigi, Allan Franklin, Robin Mahon, Patrick McConney.

Mayreau vision meeting: Annie Adams, James Alexander, Theresa Bartholomew, James Comley, Mark DeSilva, Mathias Forde, Eglit Forde, Cornel Frederick, Joenell Grecca, Faustina Lewis, Michael Ollivierre, Venecia Ollivierre, Venner Ollivierre, Maria Ollivierre, Camille Ragguelle, John Roache. **Facilitators:** Sharon Almerigi, Bentley Browne, Allan Franklin, Robin Mahon, Cecil Ryan.

Mustique vision meeting: Stephen Adams, Paul Bynoe, Elizabeth Clayton, Raymond Dewer, Peter Ernst, Beris Little, Nigel Russell, Cardinal Simon, Hans Trimmingham. **Facilitators:** Sharon Almerigi, Robin Mahon.

Petite Martinique vision meeting: Frank Bethel, Marjory Ceaser, Emanuel Clement, Shirley Clement, Brian Clement, Winston David, Saul De Coteau, Cosnel De Coteau, Ann DeRoche, Clayton DeRoche, Gregory DeRoche, Osbert Felix, James Finlay, Virginia Fleary-Noel, Maxanne Francis, Truddy Frank, Emma Logan, Dwight Logan, Dexter Miller, Mandy Noel, Benson Patrice, Reuben Patrice, Rosetta Patrice, Bernadette Sylvester, Cecilia St. Ignac, Brian Whyte. **Facilitators:** Sharon Almerigi, Allan Franklin, Robin Mahon, Patrick McConney.

St. Vincent vision meeting: Audrey M. Ballantyne, Kurt Cordice, Denise Harold, Brian Johnson, O'Reilly Lewis, Jennifer Morris, Reynold Murray, Raymond Ryan, Douglas Slater, Gilbert Telemaque, Nigel Weekes, Andreas Wickham, Steve J. Wyllie. **Facilitators:** Sharon Almerigi, Bentley Browne, Allan Franklin, Robin Mahon, Cecil Ryan.

Union vision meeting: Roseman Adams, Glenroy Adams, Olivia Bentick, Jacques Daudin, Ann Harvey, McDonald Harvey, Melissa James, Claudia John, Edward A. Malzac, Eleatha Myers, Ansil Prescod, Marcia Simmons, Neritha Small, Casper Smith, Selwyn Stowe. **Facilitators:** Sharon Almerigi, Bentley Browne, Allan Franklin, Robin Mahon, Cecil Ryan.

St. Vincent Grenadines strategic planning meeting, Canouan Island Resort, Canouan,, October 12-13, 2002:
Theresa Bartholomew, Glenroy Baptiste, Olivia Bentick, Bentley Browne, Carlita De Roche, Mark de Silva, Irene Doughty, Peter Ernst, Lisa Frederick, Denise Harold, Ann Harvey, McDonald Harvey, Hansel Henry, Vincent Hutchins, Lezlian James, Desmond Lewis, Shaughn Lewis, Ronnie McKie, Matthew McLaurence, Audin Mills, Angelique Najab-Antoine, Albert Ollivierre, Dofton Ollivierre, Maria Ollivierre, Michael Ollivierre, Sylvanus Peters, Ansil Prescod, John Relton, Brian Richards, Cecil Ryan, Charles Samuel, Casper Smith, Nigel Weekes, Trish Williams, Steve J. Wyllie. **Facilitators:** Sharon Almerigi, Bentley Browne, Allan Franklin, Robin Mahon, Cecil Ryan.

Grenada Grenadines strategic planning meeting, Seawave, Hillsborough, Carriacou, October 17-18, 2002:
Joe Adams, John Adams, Thomas Alexander, Davis Bethel, Tomica Benjamin, Zita Blair, Marjorie Caesar, Michael Caesar, Patrick Compton, Winston David, James Finlay, Esther Henry-Fleary, Maxanne Francis, Truddy Frank , Cecil Frederick, William Guadeloupe, Mindy Hazel, Michael Jessemey, Dexter Lendore, Dwight Logan, Charles Mc Lawrence, Max Nagel, ,Jean Philippe Niedergang, Kenroy Noel, Mandy Noel, Virginia Noel, Gordon Paterson, Benson Patrice, Paul E. Phillip, George Schmitt, Cecilia St. Ignac, Cuthbert Snagg, James Stafford, Brian Whyte.
Facilitators: Sharon Almerigi, Allan Franklin, Robin Mahon,.

APPENDIX 6: DETAILS OF PARTICIPANTS IN ALL WORKSHOPS

PARTICIPANT	WORK	ORGANISATION	ISLAND	CONTACT INFORMATION
Annie Adams	Teacher, Mayreau Primary School	President, Mayreau Environmental Development Organisation, Mayreau Regatta Committee	Mayreau	458-8561
Glenroy Adams	Owner/operator Grenadines Dive		Union	458-8138
Joe Adams	Beach bar proprietor, water taxi, fisher		Carriacou	473/443-6379
John Adams	Consulting & Research Engineering	Carriacou Environmental Committee	Carriacou	409-0909 jadams@caribsurf.com
Roseman Adams	Businessman	Southern Grenadines Basketball Association, Environmental Attackers	Union	485-8482
Stephen Adams	Chief of Security, Mustique Company		Mustique	456-3342
James Alexander	Owner/operator Island Paradise restaurant	Treasurer, Mayreau Environmental Development Organisation	Mayreau	458-8951, 482-0468
Thomas Alexander	Scooby Tours (water taxi), beach bar proprietor	Windward Sailing Club	Carriacou	443-6622 scoobytours@hotmail.com
Sharon Almerigi	Facilitator, People Dynamics Associates		Barbados	246/432-2011, salmerigi@caribsurf.com
Audrey M. Ballantyne		Hotel owner	St. Vincent	456-2100, caminn@caribsurf.com
Glenroy Baptiste	Warehouse Clerk, Canouan Construction Association (CCA)	Club Nuevo	Canouan	458-8292
Theresa Bartholomew	Souvenir shop manager	Secretary, Mayreau Environmental Development Organisation	Mayreau	784/482-0468
Herman Belmar	Science teacher, Community High School	Leader, Interact, Bequia Indigenous Whalers	Bequia	458-3514 humpback@caribsurf.com
Tomica Benjamin		Youth	PM	443-9233
Olivia Bentick	Community Development Field Officer		Union	485-8114
Davis Bethel	Fisherman	President, Petite Martinique Fishermen's Cooperative	PM	443-9145, 9006
Frank Bethel	Fisherman		Petite Martinique	443-9006
Zita Blair	Housewife	Petite Martinique New Women's Organisation	PM	443-9187
Bentley Browne	Head, EU Project Implementation Unit	Board Member, Projects Promotion Ltd.		457-2182 mwph@caribsurf.com
Zena Browne	Housewife	Club Nuevo	Canouan	482-0548
Paul Bynoe	Seaman		Mustique	457-3246
Marjorie Caesar	R.C. School	Petite Martinique New Women's Organisation	PM	443-9014
Michael Caesar	Businessman		PM	443-9143

PARTICIPANT	WORK	ORGANISATION	ISLAND	CONTACT INFORMATION
Elizabeth Clayton	Hotelier		Mustique	456-3414
Brian Clement	Bartender		Petite Martinique	
Emanuel Clement	Manager, Palm Beach Restaurant		Petite Martinique	
Shirley Clement	Housewife		Petite Martinique	443-9152
Wallace Collins	Grenada Port Authority	Mt. Royal Progressive Youth Movement	Carriacou	443-7678 wvc@caribsurf.com
James Comley		Coral Cay Conservation	Mayreau	
Patrick Compton	Retired	Carriacou Historical Society	Carriacou	443-8288
Peter Compton	Seventh Day Adventist Minister		Canouan	482-0167
Kurt Cordice	Manager, Tobago Cays Marine Park		Bequia	Cell: 784/493-9907, sre@caribsurf.com
Jacques Daudin	Retired agriculturalist	Union Island Environmental Action Programme	Union	458-8335
Winston David	Police		PM	443-9044, 444-4999
Joan Davis	Admiralty Transport Ltd.		Bequia	458-3348 admiraltrans@caribsurf.com
Cosnel De Coteau			Petite Martinique	443-9240
Saul De Coteau	Security, bar tender	Leader, Petite Martinique Youth Group	Petite Martinique	443-9052
Ann DeRoche	Petite Martinique Fisherman's Cooperative	Secretary, Petite Martinique New Women's Organisation	Petite Martinique	443-9267 443-9105
Carlita DeRoche	Secretary- Tamarind Hotel	Club Nuevo, Canouan Anglican Church Youth Group	Canouan	
Clayton DeRoche	Fisherman	Vice President, Petite Martinique Fisherman's Cooperative	Petite Martinique	443-9105, 6716
Garfield DeRoche	Painter, Canouan Construction Associates	Canouan Sailing Club	Canouan	
Gregory DeRoche	Retired fisherman		Petite Martinique	443-9032
Mark DeSilva	Priest, Mayreau Catholic Church	PRO, Mayreau Environmental Development Organisation	Mayreau	458-8633 mayreau@caribsurf.com
Raymond Dewer	Dive Master		Mustique	456-3486
Irene Doughty	Solid Waste Unit	Rotoract	Bequia	458-3096
Peter Ernst	Operations Manager, Mustique Co.		Mustique	458-4621
Osbert Felix	Fish processor, Labay Cooperative		Petite Martinique	443-9093
James Finlay	Consultant in environmental management	CCA Associate	Grenada	443-5220
Virginia Fleary-Noel	Self employed	Carriacou Environmental Committee Carriacou Calypso Tent	Carriacou	443-6052 406-9504
Eglit Forde	Fisherman		Mayreau	458-8593
Mathias Forde	Fisherman		Mayreau	458-8593
Ingrid Foyle-Samuel	Duty Manager- Tamarind Hotel	Canouan Island Council	Canouan	482-0034
Maxanne Francis	Petite Martinique Coordinator, Ministry of Carriacou and Petite Martinique Affairs	Treasurer, Petite Martinique New Women's Organisation	Petite Martinique	443-9154

PARTICIPANT	WORK	ORGANISATION	ISLAND	CONTACT INFORMATION
Truddy Frank	Community Development Officer, Ministry of Carriacou and Petite Martinique Affairs		Petite Martinique	443-9055
Allan Franklin		Graduate student, University of the West Indies, Barbados	Barbados	246/429-0450, pfranklin@sunbeach.net
Cecil Frederick	Senior Planning Officer, Physical Planning Unit, Ministry of Finance		Carriacou	440-2471, 4635
Cornel Frederick	District postmaster		Mayreau	482-0430
Lisa Frederick	Teacher, Canouan Primary School	President, Club Nuevo	Canouan	458-8295
Joenell Grecca			Mayreau	458-8080
William Guadeloupe	Health Officer	Grenada Environmental Health Dept.	Grenada	443-8947
Constance Hagen	Arawak Divers	Grenada SCUBA Divers Association	Carriacou	473/443-6906, 8312
Denise Harold	Community Development Officer, Community Development Division	GEF Small Grants Committee	St. Vincent	456-1111, ext5 501
Ann Harvey	Teacher- Stephney Browne Primary	Adult leader, 4-H Club	Union	458-8769
McDonald Harvey	Fisherman, Shopkeeper		Union	458-8769
Mindy Hazel		Youth	PM	443-9009
Hansel Henry	Operator- Vinlec	Club Nuevo, Canouan Basketball Association	Canouan	458-8188, 8276
Esther Henry-Fleary	Ministry of Health (Hospital Administrator), small restaurant owner	Carriacou Environmental Committee	Carriacou	443-7400, 6189
Vincent Hutchins	Gardener	Mustique Indigenous Peoples	Mustique	453-6443
Leslian James	Data Collector, Fisheries Division, Ministry of Agriculture, Lands, Forestry and Fisheries		Bequia	457-3486
Melissa James	Secretary	Union Island Sports Committee	Union	458-8690
Michael Jessemy	Heritage Conservation Officer	Forestry and National Parks Dept.	Grenada	440-2934 FNPD@caribsurf.com
Claudia John	Teacher, Stephanie Browne Primary School		Union	485-8161
Brian Johnson		Chief Forestry Officer, Forestry Department	St. Vincent	phone 457-8594, fax 457-8502, forestrysvg@vincysurf.com
Orton King	Transport services, Fisherman, Proprietor, Old Hegg Turtle Sanctuary		Bequia	458-3245 Cell: 493-3231
Valcina King	Teacher, Canouan Primary School	Club Nuevo	Canouan	458-8924
Dexter Lendore	Grenada Board of Tourism	L'Esterre South Striders, Carriacou Regatta Committee	Carriacou	443-7948 carrgbt@caribsurf.com
Christina Lewis	Teacher- Bequia Anglican	Bequia Rotaract Club	Bequia	458-3377
Claudia Lewis	Administrator, Ministry of Carriacou and Petite Martinique Affairs		Carriacou	443-7358

PARTICIPANT	WORK	ORGANISATION	ISLAND	CONTACT INFORMATION
Desmond Lewis	Seaman	PRO, Mayreau Environmental Development Organisation	Mayreau	458-8067
Faustina Lewis	Small business	Mayreau Environmental Development Organisation	Mayreau	458-8067
O'Reilly Lewis		Manager, Solid and Liquid Waste Management Unit, Central Water and Sewerage Authority	St. Vincent	456-2946, cwsa@caribsurf.com
Shaughn Lewis	Operator	Club Nuevo	Canouan	458-8692
Beris Little	Harbour Master		Mustique	455-1741
Dwight Logan	Teacher, Petite Martinique Primary School		Petite Martinique	443-9080
Emma Logan	Shopkeeper		Petite Martinique	443-9007
Robin Mahon		Caribbean Conservation Association, University of the West Indies	Barbados	246/432-7415, rmahon@caribsurf.com
Edward A. Malzac	Sanitation worker		Union	
Patrick McConney	Caribbean Conservation Association, University of the West Indies			246/428-4371 patrickm@caribsurf.com
Bernard McIntosh	Agriculture Division, Ministry of Carriacou and Petite Martinique Affairs		Carriacou	443-6886, 7375
Ronnie McKie	Supervisor- Canouan Construction Association	Canouan Sailing Club	Canouan	482-0162, 458-8648
Cordell McLaurence	Mechanic, Canouan Construction Associates	Canouan Sailing Club	Canouan	
Matthew McLaurence	Supervisor, Canouan Construction Association	Canouan Sailing Club	Canouan	784/458-8197 Cell 593-5346
Charles Mc Lawrence	Carpenter	Windward Sailing Club	PM	443-6454
Dexter Miller	Gas station worker		Petite Martinique	443-9046
Audin Mills	Clerk (NCB)	Canouan Sailing Club	Canouan	458-8595
Jennifer Morris		Deputy Chairman, SVG National Trust	St. Vincent	457-2604
Reynold Murray		Chief Environmental Officer, Ministry of Health and Environment	St. Vincent	458-6992, svgenv@vincysurf.com
Eleatha Myers	Student	President, 4-H Club	Union	458-8724
Max Nagel	Owner/operator Carraicou Silver Divers	Carriacou Environmental Committee, Grenada SCUBA Divers Association	Carriacou	443-7882 scubamax@caribsurf.com
Angelique Najab-Antoine	Design Dept., Canouan Construction Associates	Engineer (CCA)	Canouan	458-8773
Jean Philippe Niedergang	Diving Instructor, Lumbadive (dive shop)			443-8566 lumbadive @lumbadive.com
Kenroy Noel	Fisherman		Carriacou	443-8086, 8939
Mandy Noel	Office Secretary	Carriacou Environmental Committee	Carriacou	443-8977, 8086 carriacouenvironmentalcommittee@yahoo.com
Albert Ollivierre	A&A Customs Shipping Agency	Canouan Island Council	Canouan	457-2619

PARTICIPANT	WORK	ORGANISATION	ISLAND	CONTACT INFORMATION
Dofton Ollivierre	Bougainvillea Hotel, Union	Fisheries Cooperative	Union	458-8878
Elaine Ollivierre	Headmaster, Community High School	Bequia Sailing Club	Bequia	458-3086, 3385 jsprat@caribsurf.com
Felix Ollivierre	Fisherman		Canouan	Canouan 482-00630, Bequia 493-5462
Lydia Ollivierre		Bequia Anglican Youth Movement	Bequia	458-3234, 3411
Maria Ollivierre	Teacher, Mayreau Primary School		Mayreau	458-8078
Michael Ollivierre	Seaman	Shopkeeper	Mayreau	458-8065
Terrance Ollivierre	Teacher, Ashton Secondary School	Parliamentary Representative for Southern Grenadines	Canouan	457-8181
Venecia Ollivierre	Student		Mayreau	458-8168, 458-8078
Venner Ollivierre	Fisherman	Mayreau Environmental Development Organisation	Mayreau	458-8078
Jan Ollivierre- Providence	Teacher- Bequia Anglican	Bequia Rotaract Club	Bequia	458-3454
Gus Pascal	Owner/operator, Ocean View Inn	Canouan Island Council	Canouan	4920477
Gordon Paterson	Upland Watershed Management Officer, Forestry and Parks Dept, Ministry of Agriculture, Lands, Forestry and Fisheries.		Grenada	440-2934 fnpd@caribsurf.co
Benson Patrice	Forestry Division, Ministry of Carriacou and Petite Martinique Affairs	Carriacou Environmental Committee	Carriacou	443-7004
Reuben Patrice	Principal, Petite Martinique Primary School		Petite Martinique	443-9204
Rosetta Patrice	Housekeeper		Petite Martinique	443-9108
Carla Peniston	Tourism Representative Bequia Tourism Association		Bequia	458-3286
Sylvanus Peters	Deck Bar	West Connection Sports Club	Bequia	458-3104
Paul E. Phillip	Fisheries Division, Ministry of Agriculture, Lands, Forestry and Fisheries		Grenada	473/440-3831
Ansil Prescod	Machine Operator	Lion's Club	Union	593-3410
Ansil Prescod	Operator- Vinlec	Lion's Club	Union	593-3410
Heidi Pritchard	Catamaran day tour operator, Sail With Ltd.		Bequia	passion@caribsurf.com
Onika Quow	Security Guard	Canouan 4-H Club	Canouan	482-0059, 455-1661
Camille Ragguelle	Housewife		Mayreau	458-8593
Ramesh Rao	Science teacher, Hillsborough Secondary School	Windward Sailing Club	Carriacou	443-7385, 406-9516, maresh@hotmail.com
John Reltor	Auto mechanic	Self Employed	Bequia	457-3970
Brian Richards	Diver Operator	Mustique Co.	Mustique	456-3486
John Roache	Micro Engineering Ltd.		Mayreau	458-8080, 458-8082
Nigel Russell	Quartermaster Mustique Co.		Mustique	456-3749
Cecil Ryan	Manager, Projects Promotion Ltd.		Bequia	784/456-9246 (h), Fax:

PARTICIPANT	WORK	ORGANISATION	ISLAND	CONTACT INFORMATION
				456-2226, , PPL 457-2604
Raymond Ryan		Chief Fisheries Officer (acting), Fisheries Division, Ministry of Agriculture, Lands, and Fisheries	St. Vincent	456-2738, fishdiv@caribsurf.com
Charles Samuel	Supervisor, (VINLEC)	Canouan Island Council	Canouan	482-0034
Nicolas Sandy	Teacher, Canouan Primary School	Club Nuevo	Canouan	458-8205, 458-8252
George Schmitt	Arawak Divers	Carriacou Environmental Committee	Carriacou	473/443-6906, arawakdivers@caribsurf.com
Marcia Simmons	Nurse, Clifton Health Centre	Lions Club	Union	485-8337
Orthwin Simmons	Science teacher, primary school	President, Bequia Rotaract Club	Bequia	458-3131 orthwin@hotmail.com
Sylvester Simmons	Businessman, Owner/Manager of "The Reef" restaurant/apartments	Bequia Rotary Club	Bequia	457-3948, 458-3404
Cardinal Simon	Mustique Indigenous Peoples Association		Mustique	
Douglas Slater		Minister, Ministry of Health and Environment	St. Vincent	456-1111, ext 511
Neritha Small	Secretary	Union Island Secondary School	Union	458-8465
Casper Smith	Geography teacher, Ashton Secondary School	Basketball Club	Union	458-8782
Cuthbert Snagg	Tour operator	Carriacou Historical Society	CAR	443-8293
Cecilia St. Ignac	Caretaker, Petite Martinique Medical Station	President, Petite Martinique New Women's Organisation	Petite Martinique	
James Stafford	Managing Director, Sky Construction Co.	C.H.A.N.C.E. environmental group	CAR	443-6555 skycon@caribsurf.com
Junior Stevens	Operator- Canouan Construction Association (CCA)	Canouan Cricket Club	Canouan	482-0244
Selwyn Stowe	Fisherman		Union	458-8095
Bernadette Sylvester	Permanent Secretary, Ministry of Carriacou and Petite Martinique Affairs		Carriacou	458-8197
Gilbert Telemaque		Small businessman, Canouan	St. Vincent	456-4163
Hans Trimmingham	SCUBA diver/assistant		Mustique	456-3513
Nigel Weekes	Chairman, National Parks Commission	Ministry of Tourism and Culture	St. Vincent	457-1003 nigelweekes @yahoo.com
Brian Whyte	Travel & tourism Computers and Software	Carriacou Environmental Committee Carriacou Historical Society	Carriacou	443-8977
Andreas Wickham		Permanent Secretary, Ministry of Tourism and Culture	St. Vincent	457-1502
Trish Williams	Solid Waste Unit		Bequia	458-3144
Steve J. Wyllie		Manager- Customer Services, Vinlec	St. Vincent	456-1701, swyllie@vinlect.com