

**GRENADA SOCIAL COMPACT**

**(FINAL DRAFT)**

**A PARTNERSHIP FOR THE SUSTAINABLE DEVELOPMENT OF GRENADA FOR THE  
BENEFIT OF ALL ITS PEOPLE**

**1.0 PREAMBLE**

- 1.1 **Whereas** Grenada is a small, open island-developing state, facing the realities of an unstable international economic system with both risks and opportunities;
- 1.2 **And whereas** Grenada is feeling the effects of high indebtedness, high levels of unemployment, high levels of poverty, heavy dependence on a limited number of sectors, declining terms of trade, low levels of productivity, among others;
- 1.3 **And whereas** Grenada, in consultation with its international partners and creditors, has developed a home-grown solution to address our most pressing economic challenges;
- 1.4 **And whereas** we recognise the need for greater self-reliance and sustainability in our economic and social development;
- 1.5 **And whereas** the tenets of good governance include meaningful participation in the process by all segments of society;
- 1.6 **And whereas** the tenets of good governance also include transparency, the rule of law and enforcement thereof; consensus building, equity, inclusiveness, effectiveness and efficiency and accountability;
- 1.7 **And whereas** Grenada recognizes the rights of each and every citizen and resident as members of the human family as the foundation of freedom, justice and peace in accordance with the Universal Declaration of Human Rights and the other core human rights instruments to which Grenada is a State Party;

## GRENADA SOCIAL COMPACT – FINAL DRAFT

1.8 **And whereas** Grenada subscribes to the Millennium Development Goals and the principles of a robust Post-2015 social development agenda;

1.9 **We**, representatives of the **Social Partners** of Grenada, have collaborated freely and in good faith this framework for inclusive engagement and dialogue to foster the sustainable and balanced development of our country.

### 1.10 **To this end we:**

- i. Have freely entered into this **Social Compact**;
- ii. Commit ourselves to work together in partnership;
- iii. Will be guided by the principles of openness and candor, mutual respect, trust, transparency and informed and mutual compromise in the interest of the national good;
- iv. Have designed a framework for open, transparent and ongoing participation and engagement;
- v. Have agreed that the Scope of this **Compact** will include, but not be limited to:
  - (a) **Improving the Economic Framework for the development of the people of Grenada**
  - (b) **Facilitating Good Labour-Management Relations**
  - (c) **Promoting Sustainable Livelihoods for all Grenadians**
  - (d) **Promoting Integrated Social and Community Development**

## 2.0 STATEMENT OF INTENT

2.1 The Social Partners are committed to working together to create conditions in which every Citizen can realise their full potential and enjoy the rights and privileges as a member of the Grenadian family. The Social Partners will build on the unique expression of family and community that

## GRENADA SOCIAL COMPACT – FINAL DRAFT

- distinguishes Grenada. They will leverage the richness of our traditions and embrace the opportunities for change that are available.
- 2.2 The Social Partners shall work together to create the conditions for sustainable prosperity for the people of Grenada and for future generations marked by:
- i. Sustainable and equitable development
  - ii. Sound fiscal management and sustainability
  - iii. Manageable debt
  - iv. More efficient and effective government
  - v. Greater private sector-driven economic growth
  - vi. High quality, market demand driven technical and vocational education training
  - vii. Life long learning for all citizens
  - viii. High skilled, high paid employment
  - ix. Vibrant innovation and knowledge accumulation and dissemination
  - x. Mainstreamed use, adaptation and application of information and communication technologies in all aspects of development
  - xi. Green businesses, industries and lifestyles
  - xii. Highly productive and internationally competitive and dynamic export sectors
  - xiii. A world class service industry especially in tourism
  - xiv. Continued innovation and upgrading of agriculture along the value chain
  - xv. Efficient light manufacturing sector
  - xvi. A sustainable mix of traditional and new and renewable energy
- 2.3 The Social Partners will work together to ensure that the gains of development are shared equitably among all sectors of the society: workers and employers; men and women; youth and the aged; rural and urban; people living with disabilities and that all Grenadians will have a strong sense of ownership of their country.
- 2.4 The Social Partners recognise that the international economy has both risks and opportunities for countries such as Grenada. They also recognise that countries will only be able to thrive in this environment through collaboration and cooperation among stakeholders. Accordingly, the Social Partners regard this Compact as a significant instrument of policy to mitigate the risks of a fragile

- and open global economy and take advantage of opportunities presented to Grenada in that environment.
- 2.5 The Social Partners, particularly the representatives of Government, the Labour Movement and the Private Sector, restate their commitment to international labour standards, particularly the International Labour Organization (ILO) Convention 87, Freedom of Association and Protection of the Right to Organise; Convention 98, the Right to Organise and Collective Bargaining; Convention No. 100 – Equal Remuneration; Convention No. 111 – Discrimination (Employment and Occupation) and Convention 144, Tripartite Consultations (International Labour Standards).
- 2.6 The Social Partners agree that the success of the private sector, in its broadest sense and including the unorganised and informal sector and the self-employed, is an important element in the sustainable growth and development of Grenada.
- 2.7 The Social Partners commit themselves to work for justice and equity in the interest of national development.
- 2.8 The Social Partners agree that the full creative potential and productivity of people can only be realised in meaningful and rewarding work in conditions of dignity and an environment of mutual respect.

### **3.0 DEVELOPMENT OBJECTIVES AND DESIRED IMPACTS**

- 3.1. In pursuance of the foregoing, the Social Partners will collaborate to achieve the following development objectives:
- i. A society in which each person is valued highly as unique and is given full opportunity to contribute to the development of Grenada;
  - ii. Diversification of the economy of Grenada – to place Grenada on a path of to become a vibrant, knowledge-driven economy, marked by innovation, creativity and the use of all natural and community resources;

- iii. Improvement in the environment for sustainable economic activity – to create a seamless business enabling environment, marked by high level processes to facilitate businesses to operate with minimum transaction and hassle costs, while observing good corporate citizenship;
- iv. Improving national productivity and the international competitiveness of goods and services produced in Grenada – to increase the operating environment at the societal, policy and sectoral levels to attain conditions for high productivity in the public and private sector;
- v. Protection of incomes of working people – to ensure that working people and others on fixed incomes are not exposed to the ravages of inflation and other forces, which could reduce their standard of living;
- vi. Sustainable livelihoods and opportunities for employment in conditions of freedom, equity, human security and dignity – to ensure the effective observance and enforcement of acceptable labour standards, particularly the Fundamental Principles and Rights at Work;
- vii. Ensuring that all the people of Grenada can live in dignity with their needs for nourishment, shelter and personal security met;
- viii. Protecting the aged and vulnerable - design of an effective social safety net to address the needs of the vulnerable in society.
- ix. Nurturing youth to take responsibility for the development of their country

3.2. Consistent with these broad objectives, the Social Partners agree to the following specific objectives:

- i. The stimulation of the productive sectors: tourism, agribusiness, fisheries, light manufacturing for the purposes of generating employment, foreign exchange, and enhancing food security;
- ii. The preservation of existing employment and the creation of new employment opportunities;
- iii. The provision of well targeted safety nets to protect the most vulnerable from the effects of the current crisis;
- iv. The maintenance of a stable industrial relations climate in Grenada through strengthening the Ministry of Labour and improving social dialogue;
- v. The national commitment to increased productivity at all levels, recognising that improved competitiveness will contribute to the expansion of the economy and improved standard of living for all citizens;
- vi. The consolidation and institutionalisation of the practice of dialogue and effective consultation among the Social Partners on fundamental issues of economic and social policy, recognising that there must be joint ownership of the process of change and that it is in the national interest for there to be the widest possible participation in such discourse.

#### **4.0 IMPROVING THE ECONOMIC FRAMEWORK FOR GRENADA**

The Social Partners recognise that in the present international economic governance system many of the assumptions that guided Grenada’s economic policies are no longer valid. The international economic system has become increasingly volatile. Developing countries have lost nearly all of their preferences and differential treatment in international trade and are increasingly pressured to open their markets more and more. Competition for foreign direct investment has increased significantly.

In these circumstances, the Social Partners agree that Grenada must become more creative and innovative in designing solutions that respond to its unique circumstances and needs and which will facilitate sustainable development and support the building of resilient communities.

#### **4.1. Promoting National Productivity and International Competitiveness**

Social Partners recognise that low national productivity is a major constraint to the economic performance of Grenada. The Social Partners are also aware that low productivity has a negative impact on the standard of living and quality of life of the nation.

The Social Partners recognise that the Public Sector has a strategic and critical role in the development of the country and that seventy cents of every dollar collected by Government go to cover wages and pension obligations. The Social Partners recognise that a high wage bill has implications for the provision of other services, including health, education and infrastructure. They therefore believe that special efforts need to be taken to ensure that Grenadians receive value for money through an efficient and effective public service providing the people of Grenada with high quality services to ensure the sustainable development of the country.

The Social Partners are therefore committed to working in partnership to establish a high productivity culture in Grenada and to raise the level of productivity in both the public and private sector. To this end, The Social Partners commit to:

- i. Determining the nature and extent of the constraints and hindrances to productivity at all levels including:
  - (a) Work ethics and attitudes
  - (b) Pattern of political, legal and economic organisation
  - (c) Social cohesion
  - (d) Learning and change-friendly values and attitudes
  - (e) Ability to formulate strategies and policy
  - (f) Fiscal and budgetary policy
  - (g) Stability of macro economic and political framework
  - (h) Effectiveness of the industrial relations system
  - (i) Physical infrastructure
  - (j) Education policy
  - (k) Technology policy
  - (l) Industrial structure
  - (m) Environment policy
  - (n) Regulatory framework for targeted sectors
  - (o) Supportive institutions for targeted sectors
  - (p) Management capability at the level of the work organisation
  - (q) Entrepreneurial strategies
  - (r) Workers' skills and competencies
  - (s) Use of optimum practices throughout the production cycle

## GRENADA SOCIAL COMPACT – FINAL DRAFT

- (t) Technical cooperation networks
  - (u) Labour-management partnerships
- ii. Designing a national productivity enhancement programme which would:
- (a) Develop sustained awareness and education about the benefits and tools of productivity enhancement
  - (b) Provide sustained productivity monitoring, evaluation and analysis, including the production of relevant, timely and accurate productivity data that are essential inputs to decision making at the different managerial levels in the various sectors, organisations and enterprises
  - (c) Support continuous management and labour capability build-up along the concept of participation and cooperation towards productivity enhancement
  - (d) Provide new learning and technique options in terms of new production structures, new management approaches, work organisation and processes
  - (e) Promote continuous organisational development to strengthen the network of support organisations
  - (f) Encourage all stakeholders to use their creative talent for enhancing their contribution
  - (g) Recognise, support and reward productivity performance, with fair, equitable and just incentives
  - (h) Put productivity at the centre of all management decisions
  - (i) Promote the generation and application of new knowledge and learning
  - (j) Value and embrace change
- iii. Design a special component of the national productivity improvement programme that will encourage all citizens and stakeholders to embrace their responsibilities and obligations to promote the development of the country. A targeted focus in this regard will be youth and students.
- iv. Design a special component of the productivity enhancement programme to address productivity in the public sector, including:
- (a) Developing performance management systems that are results-based

- and driven by personal responsibility;
  - (b) Developing productivity enhancement programmes for each ministry, department, statutory body, and semi-autonomous agency in the Public Sector;
  - (c) Providing incentives for increased productivity performance in the Public Sector; and
  - (d) Depoliticizing the public service with reference to recruitment, performance, promotion, compensation and discipline.
- v. Design an appropriate national productivity organisation to manage and drive the national productivity movement, with responsibilities to:
- (a) Promote and coordinate productivity initiatives;
  - (b) Help improve the legal and regulatory environment and create a supportive and enabling environment for the improvement of productivity in different sectors;
  - (c) Promote attitudinal change and development awareness among people involved in productivity improvement;
  - (d) Improve the performance capability of enterprises; and
  - (e) Promote networking and information exchange among organisations in the productivity movement

#### **4.2. Managing Prices and Ensuring Consumer Protection**

The Social Partners accept that business people must enjoy a reasonable return on their investments. At the same time, the Social Partners recognise that the high cost of living has a negative effect on the standard of living and the quality of life of many Grenadians, especially those on fixed incomes, the poor and vulnerable and the aged. The Social Partners are cognizant that these negative impacts are felt in nutrition, shelter, education and health care. The Social Partners are also aware that, while most business people are honest, inadequate consumer protection can lead to exploitation of citizens. To mitigate these effects, the Social Partners commit to:

- i. Establish an appropriate framework for price restraint;
- ii. Develop a consumer protection charter to be monitored by a multipartite committee; and
- iii. Review the consumer protection function in the Public Service in order to determine its relevance in the current environment.

#### **4.3. Improving the Business Enabling Environment**

The Social Partners reaffirm their commitment to a vibrant private sector as a key driver of the economic development of Grenada and to this end will:

- i. Ensure that there is coordination of different sectors, ministries and organisations involved in facilitating business activity in Grenada.
- ii. Explore and encourage strategies for increasing the value added to products and services in Grenada and for moving up the value chain in economic activity.
- iii. Encourage and facilitate the active involvement of the private sector in designing policies and strategies for improving the business enabling environment.
- iv. Actively facilitate the organizing and inclusion of those sections of the business community that operate in the informal sector and/or do not have an effective organized voice to contribute to the development of the country.

#### **4.4. Promoting Balanced Economic Development**

The Social Partners recognise the value of the Grenada ecosystem as one of the most important natural resource assets of the country. At the same time, the Social Partners are cognizant of the fragility of the ecosystem and its vulnerability to natural and manmade disasters and the need to be vigilant in protecting the environment for future generations while meeting the needs of the present. To this end, The Social Partners commit to:

- i. Actively recognizing the principle of the triple bottom line in assessing economic activity in which economic, social and environmental benefits are assessed;
- ii. Promoting and rewarding Corporate Social Responsibility and ethics and moral awareness in business practices
- iii. Strengthening the environmental protection regime in the country; and
- iv. As far as possible subscribe to the highest standards of environmental protection as articulated in international treaties and agreements.

#### **4.5. Leveraging the Diaspora**

Grenada has an extensive diaspora in the United Kingdom, the United States and Canada. Members of the overseas Grenadian community continue to maintain strong links with the homeland. The Social Partners understand the significance and the potential of overseas nationals to contribute to the growth and development of Grenada. The Social Partners will work together to:

- i. Develop a comprehensive and interactive register of overseas nationals;
- ii. Create business opportunities to encourage diaspora investment;
- iii. Ensure that there is an appropriate legal and policy framework, which would provide protections and incentives to overseas nations to contribute their financial, creative and other assets to the development of Grenada; and
- iv. Develop practical strategies and programmes to engage the diaspora

#### **4.6. Targeted Sector Development**

Social partners recognise that although as a small island developing state Grenada faces considerable challenges in competing in an open and liberalized international trading system, the country has important current and potential assets, which can be converted to competitive advantage in niche areas. These advantages include:

- i. Agriculture and Agribusiness
  - (a) Highly fertile soils
  - (b) Community assets and tacit knowledge
  - (c) Existing cottage industry
  - (d) Internationally recognized high quality of specific products
- ii. Resort Tourism
  - (a) Extensive and high quality plant
  - (b) Safe environment
  - (c) Hospitable and welcoming community
- iii. Marine and Yachting Tourism
  - (a) Location on the edge of the hurricane belt
  - (b) Extensive sheltered havens
  - (c) Spectacular diving and cruising sites, including potential for single space yachting with St. Vincent and the Grenadines
  - (d) Pool of experienced craftsmen
- iv. Health and Wellness and Eco Tourism
  - (a) Pristine and beautiful locations
  - (b) Community assets on natural and traditional cures, therapies and medicines
  - (c) Natural clean environment

- v. Business Process Outsourcing
  - (a) Literate pool of human resources
  - (b) Widespread exposure of the population to information and communication technologies
  - (c) Convenient time zone with major business locations in North America
  - (d) Language
  - (e) Infrastructure
  
- vi. Education Services
  - (a) The location of an internationally recognised University
  - (b) Convenient and compact natural laboratory for a range of scientific investigations

## **5.0 FACILITATING LABOUR-MANAGEMENT RELATIONS**

The Social Partners recognise the importance of industrial harmony as a precondition for growth and development. The Social Partners also reaffirm that labour-management cooperation in conditions of mutual respect, high trust, openness and candor are important building blocks for a healthy and productive workplace.

The Tripartite Social Partners reaffirm their commitment to observance of international labour standards and in particular:

- i. ILO Convention No. 87 - Freedom of Association and Protection of the Right to Organise
- ii. ILO Convention No. 98 – Right to Organise and Collective Bargaining
- iii. ILO Convention No. 100 – Equal Remuneration
- iv. ILO Convention No. 111 – Discrimination (Employment and Occupation)
- v. ILO Convention No.144 – Tripartite Consultation (International Labour Standards)
- vi. ILO Convention No.122 – Employment Policy Convention
- vii. ILO Convention No 158 – Termination of Employment Convention

### **5.1. Industrial Relations System**

The Social Partners acknowledge that the present industrial relations system has worked reasonably well.

## GRENADA SOCIAL COMPACT – FINAL DRAFT

They recognise, however, that the world of work is changing and changing rapidly and that the Grenada industrial relations system must change in order to serve the present and future development of the country. To this end, in the spirit of collaboration as articulated, among other places, in ILO Convention No. 144, they will work to achieve the following results in enhancing the present industrial relations system:

- i. Comprehensive review of the industrial relations legislative framework with particular regard to the Labour Code to ensure:
  - a. Equitable protection of rights of workers and employers
  - b. Easier interpretation by workers and employers
- ii. Strengthening the Ministry of Labour by:
  - a. Reviewing and implementing appropriate recommendations of previous reports
  - b. Raising the profile of the Ministry of Labour as one of the premier institutions for supporting economic growth and development
  - c. Ensuring that the Ministry has the right mix of human and other resources to permit execution of its mandate, including appropriate specialty knowledge and skills to respond to the changing needs of the world of work such as occupation and environmental health and safety, new forms of employment and work organisation and new forms of industrial dispute settlement.
- iii. Promoting Labour-Management Co-operation and Partnerships through:
  - a. Building trust
  - b. Encouraging non-crisis and strategic partnerships between management and labour
  - c. Commitment to increase productivity at all levels, recognizing that improved competitiveness will contribute to the expansion of the Grenada Economy.
  - d. An active national employment policy to stimulate economic growth, to meet manpower needs and to reduce the high unemployment and to create more jobs.
- iv. Encouraging the resolution of outstanding Disputes by:
  - a. Providing alternative forms of resolution to both employers and workers and their organisations
  - b. Accessing training
- v. Pursuing measures to expedite adjudicating industrial relations matters in the courts including:
  - a. Securing the assignment of special responsibility for Industrial Relations Matters to a judge on the Supreme Court

## **5.2. Wages**

The Social Partners appreciate the impact that declining real incomes has been having on workers in Grenada. The Social Partners also appreciate the challenges faced by Grenadian business in the current economic environment. They also take note of the many business closures in the country and recognise that in periods of adjustment it may be necessary to share present sacrifices in order to attain future and sustainable benefits. The Tripartite Social Partners will therefore work to ensure that:

- i. In industries and businesses that are experiencing low growth, little or no profits or threatened by existing recessionary conditions, workers and their representatives will moderate their demands for increases in monetary benefits;
- ii. Wherever possible workers and their representatives and employers will negotiate non monetary increases in compensation to mitigate the effects of moderated increases;
- iii. Employers and workers and their representatives will undertake, in their negotiations, to explore the possibilities and potential of productivity-based variable compensation and incentives.
- iv. That there are regular and effective reviews of the minimum wage.
- v. Employers, which are prospering, pay wages in keeping with their employees' contribution.

## **5.3 Enterprise Restructuring**

The Social partners accept that the nature of business and the operating environment will from time to time present challenges to enterprises and may require them to restructure their operations in the face of these challenges. Social Partners agree that in such cases employers should to the fullest extent possible:

- i. Utilise the reduction of employees, layoffs or rotation of staff will only be used as a last resort;
- ii. Engage workers and their representatives in any plans for restructuring, especially when such plans can result in the reduction of employees;
- iii. Provide support for workers who may be affected by enterprise restructuring by offering counseling, assistance for resume preparation and job application, financial planning and other forms of support, which could serve to ease the impact of loss of jobs and earnings.

#### **5.4 Forms of Employment**

The Social Partners accept that the World of Work is changing and that in order to remain competitive enterprises must find new and innovative ways for their operations, including the flexibility of contracts of employment. The Social Partners also recognize, however, that contracts can be and are used by some employers to circumvent and avoid their responsibilities and deprive workers of appointment to established positions.

To this end the Social Partners, and, in particular, the representatives of employers, workers and Government, agree to:

- i. A comprehensive review of the Labour Code;
- ii. Make employers more aware of the benefits of providing secure conditions of employment for their workers

### **6.0 PROMOTING SUSTAINABLE AND MEANINGFUL LIVELIHOODS**

The Social Partners are acutely aware of the devastating impact that persistently high levels of unemployment has had on the working class in Grenada. In particular, it is acknowledged that high levels of unemployment are a significant contributor to high and unacceptable levels of poverty in the country. The Social Partners are also aware that many working people are either poor or highly vulnerable to poverty.

The Social Partners also recognise that meaningful and rewarding livelihood is one of the major sources of dignity and self-worth for human beings. Accordingly, Social Partners agree to work together to create and increase livelihood opportunities for Grenadians at home, regionally and internationally.

The Social Partners also agree that it is important to protect sustainable livelihoods through sensitivity to and protection of the natural environment of Grenada; identifying and leverage community assets, especially those which impact on livelihood and building awareness of the strengths of the heritage Grenada.

#### **6.1 Decent Work**

The Social Partners subscribe to the principle of Decent Work which is meaningful work in conditions of freedom, equity, human security and dignity. To this end, the Social Partners will work together to:

- i. Create sustainable livelihood and employment opportunities;
- ii. Design a comprehensive mechanism for determining the future skills needs of the country as part of a strategy to reform the education and training system in the country to ensure that skills developed meet the demands of a growing and developing economy;

- iii. Expand on the job training opportunities, ensuring that the training components are meaningful with the transfer of usable market-oriented skills;
- iv. Develop new and innovation forms of training for entrepreneurship
- v. Improve the investment generation system of the country to attract domestic and foreign investors and investments in projects that will generate more and better jobs marked by equal access and gender equity;
- vi. Design strategies targeted at sectors that have potential to generate good jobs, starting with:
  - (a) Agribusiness
  - (b) Tourism
  - (c) Information and Communication Technologies

## **6.2 Self-Employment and Entrepreneurship**

The Social Partners recognize the existence of a tacit entrepreneurial spirit among Grenadians as evidenced by the many small businesses in agriculture, agro-processing, fisheries, health and wellness and retail, among other sectors. The Social Partners also recognize that entrepreneurs in Grenada can be divided into two groups – the organized (most likely to be registered with a Government agency and associated with a private sector organisation) and the informal and unorganized. The Social Partners recognize the contribution that the self-employed and small and micro businesses make to the well being of Grenada.

At the same time, the full potential of this sector is not realized as a result of:

- i. Self-image – in which they do not perceive themselves as business people;
- ii. Informality – Many self-employed and small and micro enterprises are not registered and therefore do not receive potential benefits;
- iii. Lack of business skills – Many self-employed have skills gaps in basic and applied business processes such as business planning, process organisation etc.;
- iv. Low level of organisation within the sector – The self-employed and small and micro enterprises are most likely not to be associated in an organisation designed to advance their common interest.

The Social Partners agree to work together to foster a more entrepreneurial spirit and more opportunities and incentives for greater self-employment through:

- i. Development of programmes that would lead to greater change in mindset in which Grenadians will seek and embrace opportunities to be employers and self-employed in addition to being employees;
- ii. Programmes of support for the self-employed and small and micro businesses

- which will enhance the knowledge, skills and attitudes required for successful entrepreneurs as well as instill greater pride among the self –employed and increase the visibility of their contribution;
- iii. Develop new and enhance existing systems of mentorship with established businesses and organisations;
  - iv. Link activities in the education system to innovation, business and creativity and relevance to daily realities;
  - v. Increase the emphasis in the education system on science, technology, engineering and mathematics, communication, critical thinking and systems thinking; research and development; and
  - vi. Development of programmes for training for the blue and green economy;
  - vii. Transparent access to opportunities for all Grenadians regardless of political affiliation, social class, race or religion.

#### **6.4 Leveraging Community Assets**

The Social Partners recognize that there is a wealth of significant community assets in Grenada, however, in many instances these are either not known or greatly undervalued. Community assets include human, social, natural, physical and financial capital, unmobilised financial, physical, and agricultural resource. The Social Partners are aware that if community resources are appreciated and managed they could make a significant contribution to the development of Grenada and the creation of sustainable livelihoods.

The Social Partners therefore agree to the design and implementation of programmes a programme for the mobilization of community assets, which will include:

- i. Community assets inventory and mapping;
- ii. Valuing community;
- iii. Communicating and building awareness of the importance of community;
- iv. Developing communal responsibility; and
- v. Researching viable, cost-effective and relevant models of Local Government

#### **6.5 Personal Development**

The Social Partners agree that an important element in the attainment of sustainable and meaningful livelihoods is personal development, in which all Grenadians, while benefiting from opportunities created,

take personal responsibility for themselves and their dependents. The Social Partners therefore agree to work together to develop programmes and support systems to encourage Grenadians to:

- i. Develop a greater sense of personal responsibility and ownership;
- ii. Access opportunities for lifelong learning, including transforming the formal education process to promote a culture of lifelong learning;
- iii. Acknowledge the need for and create an environment to foster self-examination and self-awareness
- iv. Foster an appreciation for diversity and the uniqueness of individuals; and
- v. Encourage persons to take responsibility for their health and wellness.

## **6.6 Poverty Alleviation and Poverty Reduction**

The Social Partners assert that people are at the centre development and reaffirm the commitment to ensure that persons living in poverty or vulnerable to poverty enjoy their fundamental rights. The Social Partners note:

- i. The report of the 2008 Poverty Assessment;
- ii. The Growth and Poverty Reduction Plan;
- iii. The Alternative Growth and Poverty Reduction Strategy (2012);
- iv. The Alternative Growth and Poverty Reduction Strategy Management Action Plan (2013);
- v. The Social Safety Net Assessment (2009),
- vi. The Safety Net Advancement Project (2011); and
- vii. the Social Safety Net Policy Framework (2013).

The Social Partners will work together to reduce poverty through:

- i. Clarifying the concept of poverty in the context of Grenada;
- ii. Understanding and leveraging current coping mechanisms where useful and appropriate;
- iii. Addressing the psychology of poverty;
- iv. Involving the poor in searches for solutions to poverty;
- v. Mobilising and empowering communities to use their assets to reduce and alleviate poverty;
- vi. Promoting self-reliance for the basic necessities of life – food security, water security, shelter, and energy security;

- vii. Promotion of sustainable livelihoods using the following internationally acceptable guidelines
  - (a) *Be people-centred*
  - (b) *Be holistic.*
  - (c) *Be dynamic.*
  - (d) *Build on strengths.*
  - (e) *Promote micro-macro links.*
  - (f) *Encourage broad-based participation of the poor in the search for solutions*
  - (g) *Gender sensitivity.*
- viii. Tap into and benefit from international programmes

## 7.0 PROMOTING INTEGRATED SOCIAL DEVELOPMENT

The Social Partners are united in the commitment to promote integrated social development through the protection of human rights (especially social and economic rights) and the promotion of gender equity and social justice for all, especially for the marginal, powerless and vulnerable. They will work to have a positive impact on reducing poverty; promoting accountability by the state to its citizens; instilling civil activism through creating awareness and promoting rights, promoting and economic literacy; and promoting social equity through the responsible use of public resources.

The Social Partners agree that in Grenada every life matters. In promoting integrated social development, the Social Partners will strive to:

- i. Defend and promote basic human rights;
- ii. Promote the equitable production and use of public goods;
- iii. Promote accountable use of public resources;
- iv. Promote alternative solutions to economic development;
- v. Promote personal and community accountability;
- vi. Build a strong civil society;
- vii. Advocate for and foster accountable governance;
- viii. Widen the political and social space for the voice of civil society in national and local policy making processes and the consideration of national development alternatives; and
- ix. Promote human capital development to reduce reliance on the social safety net

### **7.1. Education and Lifelong Learning**

The Social Partners recognise the need to use education as a tool for realizing the full human potential of Grenadians. In particular, the Social Partners recognize the requirement for a national system of education with a focus on constant and continuous learning, unlearning and relearning to meet the needs of a small island developing state operating in a dynamic and rapidly changing global environment.

The Social Partners take note and endorse the national Strategic Plan Educational Enhancement Development (SPEED). They agree that SPEED provides an excellent starting point for the transformation of the national education process. The Social Partners agree to work together to improve the capacity of the national education process to be able to produce citizens who understand and take responsibility for themselves and their country. To this end, the Social Partners will contribute to strategies and initiatives that will:

- i. Promote education in civics and civic responsibility;
- ii. Promote education and learning about the rich heritage of Grenada;
- iii. Promote more “education without walls” and collaborative learning;
- iv. Promote intergenerational learning
- v. Promote education and training in life skills
- vi. Develop opportunities for meaningful mentorship, apprenticeship and on the job training
- vii. Better utilise the physical facilities available for education and training
- viii. Provide opportunities for retooling of citizens, especially those adversely affected by the economic system
- ix. Promote lifelong and continuous learning
- x. Develop systems for career awareness and career guidance

### **7.2. Youth Development**

The Social Partners recognize that Grenada has a very young population with great potential to take charge of the development of the country. The Social Partners are also acutely aware of the many challenges faced by youth including breakdown in family life, penetration of dysfunctional images through various media, lack of knowledge of the values and traditions that contribute to strong Grenadian communities.

The Social Partners are therefore committed to the holistic development of our country’s youth, that they will be empowered young people and adults with balanced lifestyles, marked by patriotism, commitment to family, healthy lifestyles, ability to maintain and sustain positive social traditions and meet the demands of a modern economy.

The Social Partners therefore commit themselves to modeling and promoting behaviours that are conducive

to social harmony, community sustainability and economic development. To this end, the Social Partners will work together to develop initiatives to:

- i. Increase the parenting skills of present and future parents;
- ii. Develop mentoring programmes;
- iii. Address the needs of the most vulnerable young people;
- iv. Intensify the use of sport and other healthy physical activity to channel the energies of young people;
- v. Educate young people about the traditions of the country; and
- vi. Develop programmes to prepare young people for the new economy

### **7.3. Balanced Health and Wellness**

The Social Partners subscribe to the World Health Organization’s definition of health as “a state of complete physical, mental and social well-being and not merely the absence of disease or infirmity”. The Social Partners note the valuable work done by National Chronic Non-Communicable Disease Commission.

The Social Partners recognise that good health has a positive, sizable, and statistically significant effect on economic performance. The Social Partners also take note of lifestyle choices on health and wellness including drug and alcohol abuse, risky sexual behavior.

The Social Partners therefore commit to working together to:

- i. Mobilise national and community assets to develop holistic health and wellness programmes;
- ii. Develop programmes to ensure better work-life balance;
- iii. Develop programmes to ensure the healthy development of young people; and
- iv. Develop programmes to address the wellness needs of the elderly.

### **7.4. Citizen Security**

Social Partners reaffirm their appreciation of the relatively high quality of citizen security in Grenada. They affirm that a safe, secure and stable social environment is an important factor in creating a prosperous and healthy country. Social Partners are also aware that the causes of crime and instability are many and include the absence of a sense of fairness and justice in the society; economic distress and poverty; limited opportunities for personal development; dysfunctional families and an invasive and foreign culture that

devalues traditions and glorifies drug and substance abuse, promiscuity and violence.

In order to preserve and build on the relative security of Grenada, the Social Partners will work together to:

- i. Investigate the drivers of citizen security and leverage these;
- ii. Reactivate the strength of community that has marked Grenada.

### **7.5. Community Resilience**

The Social Partners celebrate the strength of the Grenadian community and the cohesiveness and care that come from it. The Social Partners are particularly appreciative of the contribution made by civil society organisations, in particular the non-governmental and faith-based communities. At the same time, the Social Partners are aware of the breakdown in important aspects community, including the demise of voluntarism and other forms of mutual support.

In the face of the vulnerability of Grenada to natural and manmade hazards, the Social Partners recognize the importance of strengthening community resilience. To this end, the Social Partners will work together to:

- i. Map communities and community assets;
- ii. Strengthen community identification;
- iii. Encourage intergenerational dialogue; and
- iv. Address sexual and domestic abuse and exploitation

### **7.6. The Elderly**

The Social Partners reaffirm the policy statement and general principles contained in the National policy on Ageing, in particular the appreciation that senior citizens have laid the foundation for the development of Grenada and that as the embodiment of wholesome Grenadian values, they deserve a pronounced role in developing Grenada on firm foundations and an approach to addressing the elderly should be based on the principles of:

- i. Human Rights
- ii. Gender equity
- iii. Participation and empowerment
- iv. Independence
- v. Dignity and respect
- vi. Accessibility to information and services

The Social Partners agree to work together to give effect to objectives of the Policy on Ageing.

### **7.7. The Disabled**

The Social Partners note that Grenada has acceded to the United Nations Convention on the Rights of Persons with Disabilities and take note, in particular to Article of the Convention, which calls upon States to: “Promote, protect and ensure the full and equal enjoyment of all human rights and fundamental freedoms by all persons with disabilities, and to promote respect for their inherent dignity”.

The Social Partners commitment themselves to work together to:

- i. Eradicate ignorance and prejudices against persons with disabilities;
- ii. Ensure that not obstacles are put in the way of persons with disabilities from having full access to the opportunities provided by the state;
- iii. Encourage employers, within reason, to make provisions for persons with disabilities to attain their full potential in the world of work.

## **8.0 COORDINATING MECHANISM**

In order to facilitate the continuing process of social dialogue we establish the following mechanism:

### **8.1 The Committee of Social Partners**

- i. The Members of the Committee of Social Partners shall be:
  - a. The Honourable Prime Minister and his Alternate;
  - b. A representative of the Grenada Private Sector and his Alternate, nominated by Grenada Private Sector Organization;
  - c. A representative of the Labour Movement and his Alternate, nominated by the Grenada Trades Union Council;
  - d. A representative of the Grenada Non Governmental Organisations Community and his Alternate nominated by the Interagency Group of Development Organisations; and
  - e. A representative from Faith-Based Organisations and his Alternate, nominated jointly by the Council of Churches of Grenada and the Grenada Evangelical Council.
- ii. The Committee shall be chaired by the Honourable Prime Minister or by his Alternate in the absence of the Honourable Prime Minister.
- iii. The Committee shall meet at least four times each year

### **8.2 The Social Dialogue Working Group**

- i. The Members of the Social Dialogue Working Group shall be:

- a. Three representatives of the Government drawn from the Prime Minister’s Office or the Ministry of Finance, the Ministry Responsible for Economic Development and the Ministry of Labour
- b. Three representatives from the Grenada Private Sector
- c. Three representatives from the Labour Movement
- d. Three representatives from the Non Governmental Organisations Community
- e. Three representatives from Faith-Based Organisations
- ii. The Working Group shall be chaired by a representative designated by the Government
- iii. The Working Group shall meet at least once each month

### **8.3 Standing Committees, Ad Hoc Committees and Task Groups**

- i. The Committee of Social Partners or the Social Dialogue Working Group may establish and appoint such Standing Committees, Ad Hoc Committees or Task Groups as they deem fit to meet the objectives of this Social Dialogue process.
- ii. The Committee of Social Partners or the Social Dialogue Working Group, as appropriate, will establish the terms of reference and scope of work of any Standing Committees, Ad Hoc Committees or Working Groups that they may establish.

### **8.4 Coordinating and Administrative Support**

- i. It is agreed that the Government will provide adequate resources in the Public Service to service the coordinating and administrative needs of this Social Dialogue Process
- ii. Such resources shall include:
  - (a) Administrative co-ordination
  - (b) Policy support
  - (c) Research support
  - (d) Secretarial support

### **8.5 Reporting**

- i. The Committee of Social Partners shall present an Annual Report to Parliament for debate and noting;
- ii. The Annual Report shall represent the consensus of the Social Partners and shall be signed by the designated representative from the Government, the Private

Sector, the Labour Movement, the Faith-based Organisations and the Civil Society Organisations.

- iii. The Annual Report shall contain:
  - (a) The state of the partnership;
  - (b) Status reports on the implementation of work plan or special projects;  
and
  - (c) Any other issue related to the process of social dialogue.

## 9.0 CODE OF CONDUCT

The Social Partners recognise that the success of this Social Compact and the attainment of its objectives will depend in large part on mature demonstration of leadership and a very high level of commitment to the letter and spirit of their undertakings. The Social Partners also recognise that the Social Compact requires changes in the modalities of their engagement with each other.

Accordingly, The Social Partners agree to the following code of conduct:

### 9.1 Personal Behaviours

- i. Be honest, tell the truth and demonstrate integrity;
- ii. Demonstrate respect, recognise the dignity of every person and every role in the process;
- iii. Continuously improve
- iv. Practice accountability
- v. Engage in self-reflection

### 9.2 Interactions

- i. Create transparency, be open and approach situations with honesty and candour and tell the truth in a way that can be verified;
- ii. Listen first, take time to understand and diagnose before reacting;
- iii. Make things right when wrong by apologising quickly and making restitution where possible and not letting personal pride get in the way of doing the right thing;
- iv. Give credit to others;
- v. Do not disclose information that is private and confidential to individuals and organisations;
- vi. Clarify and disclose expectation;
- vii. Keep commitments;
- viii. Extend trust; and

## GRENADA SOCIAL COMPACT – FINAL DRAFT

- ix. Practice accountability.

### 9.3 Institutional Behaviours

- i. Deliver on commitments and not make excuses.
- ii. Keep constituents informed and consult with them through regular and meaningful briefings.
- iii. Practice accountability

### 9.4 Public Communication

- i. Refrain from negotiating in public;
- ii. Refrain from criticizing others in public;
- iii. As far as possible agree on message, media and content for public communication;

9.5 Social Partners agree that nothing in this Code of Conduct shall be construed as compromising the fundamental principles of each social partner and the right to publically defend those principles. However, the Social Partners agree that in the event it becomes necessary to express a public position, the following guidelines shall be followed:

- i. The Social Partner intending to express a public position shall inform other members of the Committee of Social Partners and as far as possible shall provide an advance copy of the text of the public position;
- ii. The other Social Partners will respect the right to make take a public position and shall not take a pre-emptive contrary public position;
- iii. In taking a public position a Social Partners will observe the tenets, spirit and principles of the Code of Conduct of this Compact and shall do its utmost to ensure:
  - (a) The integrity of the process of social dialogue is preserved;
  - (b) The rights and interests of other partners are respective and preserved;
  - (c) In no circumstances, public positions will take the form of personal attacks.

For and on behalf of the Government of Grenada:

For and on behalf of the Private Sector Organisation of Grenada:

For an on behalf of the Grenada Trades Union Council:

GRENADA SOCIAL COMPACT – FINAL DRAFT

For and on behalf of the Council of Churches Grenada:

For an on behalf of the Inter Agency Group of Development Organisations: