



## Observatory on Strategies and Mechanisms for Effective Public Management

### Grenada

December 2015

This Observatory is currently being reviewed by the Department of Public Administration of the Office of the Prime Minister



### General Information

#### By Country: Indicators of Public Management

##### 1. The Government of Grenada

[Briefing on the Economy June 2011](#): Presents information related to recent economic development, public debt, wage bill and summary of challenges and proposed solutions of Grenada.

##### 2. The Commonwealth

[General Information](#): Presents key facts about Grenada (Geography, society, economy, politics, amongst other)

##### 3. The Caribbean Development Bank (CDB)

[General Information](#): Presents key facts about the Government of Grenada (Area, Population, Time Zone, GDP, Currency).

##### 4. Inter-American Development Bank (IDB)

[Governance Indicators Database](#): Presents indicators and statistics about Grenada.

##### 5. The World Bank (WB)

[World Development Indicators](#): Presents indicators and statistics about Grenada.

##### 6. Organisation of Eastern Caribbean States (OECS)

[General Information](#): Presents information about Grenada

##### 7. United Nations (UN)

[World Statistics Pocketbook](#): Contains a series of economic, social, trade profile and environmental statistics and indicators.

#### By Country: Publications and Research Studies



## **1. Organization of American States (OAS)**

"Decentralization and the Challenges to Democratic Governance" (2008). Organization of American States (OAS).

## **2. Inter-American Development Bank (IDB)**

"Challenges and Opportunities for the Energy Sector in the Eastern Caribbean: Grenada Energy Dossier" (2015), Inter-American Development Bank (IDB)

"Productivity in Services in Latin America and the Caribbean" (2014), Inter-American Development Bank (IDB)

## **3. The World Bank (WB)**

"*Agro-Logistics for Nutmeg and Cocoa Exports from Grenada : A Logistics Chain Approach*" (2013), The World Bank (WB)

"*The Caribbean Catastrophe Risk Insurance Initiative : A Review of CCRIF's Operation After Its Second Season*" (2010), The World Bank (WB)

## **4. United Nations (UN)**

### **A. Economic Commission for Latin America and the Caribbean (ECLAC)**

"An assessment of mechanisms to improve energy efficiency in the transport sector in Grenada, Saint Lucia and Saint Vincent and the Grenadines" (2014), Emanuel, Elizabeth-Gomes, Charmaine

"An assessment of the economic and social impacts of climate change on the energy sector in the Caribbean" (2013), Martín, Ramón-Gomes, Charmaine-Allenlyne, Dillon-Phillips, Willard

### **B. United Nations Development Programme (UNDP)**

"The 2013 Human Development Report – The Rise of the South: Human Progress in a Diverse World" (2013), United Nations Development Programme (UNDP).

"Caribbean Human Development Report 2012" (2012). United Nations Development Programme (UNDP).



## Long Term Vision

### Introduction

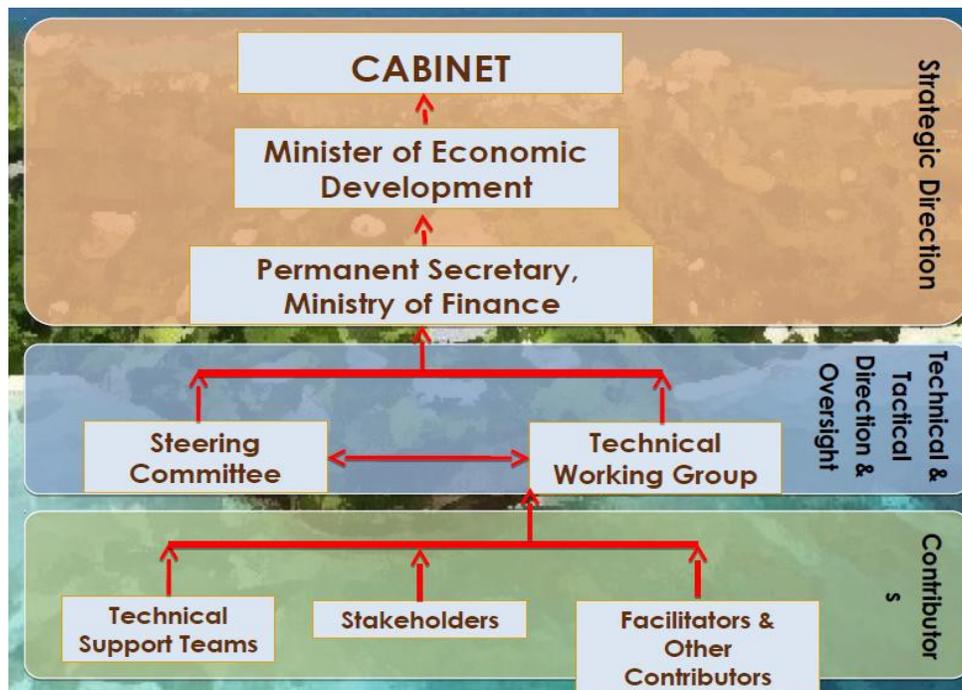
The Long term vision of Grenada is closely linked to the “[The Strategic Development Plan 2030](#)”. The goals of the National Strategic Plan 2030 are:

- A path toward greater national consciousness & competitiveness;
- Greater collective responsibility for our nation’s future;
- Smarter & more effective planning for future generations;
- Better use of our national assets & resources;
- Empowerment of our people;
- Development of competitive micro, small and medium sized businesses; and
- A diversified economy built on the collective will of every citizen

The National Plan provides the long term framework within which the pillars for achieving structural transformation and sustainable development are identified and actions taken to the country’s set goals. It seeks to raise Grenada’s growth trajectory over a sustained period. Moreover, this growth would be broad-based and inclusive touching urban and rural communities. The Growth Commission also observed that effective government requires patience and a long planning horizon.

### Institutional Framework

Within the Executive Branch, [the Strategic Development Plan 2030](#) is implemented through the Cabinet, the Ministry of Economic Development; and the Ministry of Finance.



Source: [Grenada Strategic Development Plan 2030](#)

The [Ministry of Economic Development](#) is the entity responsible for trade policy, environment management and export development to achieve sustainable development. The vision of the Ministry is to be a dynamic force in wealth creation and the responsible use of resources.

The functions of the Ministry are:

- To promote and facilitate exports with emphasis on product diversification and value addition;
- To fulfill obligations to regional and multilateral agreements in trade and the environment;
- To initiate education programme and projects to achieve environmental responsibility;
- To re-launch the Sustainable Development council;
- To participate in major trade fairs;
- To enact Environmental Management legislation;
- To establish Councils on Trade and the Environment; and
- To implement projects that address the ecosystem

The statutory bodies are divided into; [the Grenada Bureau of Standards \(GBS\)](#); [the Grenada Solidwaste Management Authority](#); the Marketing & Importing Board (MNIB); and [the Grenada Biodiversity Portal](#).

### 3. The Ministry of Finance



The [Ministry of Finance](#) holds the functions of administering, regulating and monitoring programs and activities relating to fiscal policy and debt management.

The mission of the ministry is to effectively plan, generate, allocate and account for resources through the implementation of fiscal and economic policies and the facilitation of social and environmental policies in co-operation with other agencies thereby providing and enabling sustainable growth and development.

The responsibilities of the ministry are:

- Economic planning;
- Budgeting;
- Debt management;
- Economic policy formation;
- Resource mobilization;
- Cash management;
- Tax administration;
- Energy; and
- Supporting decision-making processes in the public and private sectors

### **Strategies and Mechanisms**

The [Strategic Development Plan 2030](#) includes six (6) strategic priorities, each one with a detailed action plan, as follows:

- a) Governance
  - Context for Effective Governance;
  - Developing Quality Public Sector Services/Institutions;
  - Citizenship security and Public Safety;
  - Co-operation Framework;
  - Executing existing & new Strategies and Justice, Citizen Security, and Citizenship Protection; and
  - Strategies for effective Governance
- b) Competitive Private Sector
  - Enabling Private Sector Growth;
  - Developing World Class Products & Services;
  - People Resources to support Competitiveness;
  - Enabling Private Sector Environment; and
  - Unlocking Investment and Invigorating Financial Strategies for Competitive Private Sector
- c) Infrastructure, Environment & Ecology
  - Context for sound Infrastructure, Environment & Ecology;



- Improving National Transportation Infrastructure;
  - Improving Public Utilities;
  - Logistics & Trade in search of Regional Positioning;
  - Preserving & developing natural environment & ecology;
  - Promoting connectedness; and
  - New & Improved Strategies for sound Infrastructure, Environment & Ecology
- d) Innovation
- Vision 2030: An Integrated Model for Development;
  - Together we aspire, the will to achieve the vision;
  - Building the Skills to Advance;
  - Measuring Progress; and
  - Implementing the Vision
- e) Climate Change & Disaster Management; and
- Context for sound Climate Change and Disaster Management (CC-DM);
  - Building Human and Technical Capacity in CC-DM;
  - Creating policy and institutional instruments to address CC;
  - Financing CC-DM Incentives;
  - Effective Auditing and Impact Assessments of Climate Change;
  - Strategies to combat CC; and
  - Implementing and Measuring Strategies
- f) Caring Society
- Sustaining a Caring Society;
  - Developing Social Capital & Vibrant Communities;
  - Developing and Empowering Youth;
  - Creating Sustainable Employment & Positive Work Ethics;
  - Transforming Societies & Social Care;
  - Partnering in providing adequate housing for all;
  - Promoting Health, Wellness and Lifestyles; and
  - Implementing Strategies for a caring society

It is noteworthy that the National Strategic Plan 2030 has been built on the current edifice of other national plans, policies and programmes, namely:

- [The Growth and Poverty Reduction Strategy \(GPRS\) 2015-19;](#)
- The National Strategic Plan (NSP) 2007;
- The National Strategic Plan 2015 (NSP) -2017 (review of strategic plan for 2007);



- The 2015 Strategic Plan to Modernize the Public Sector;
- Strategic Plans of Ministries, Statutory Bodies, and State owned Enterprises; and
- Other national sector and thematic strategic plans

## National Strategies/Planning

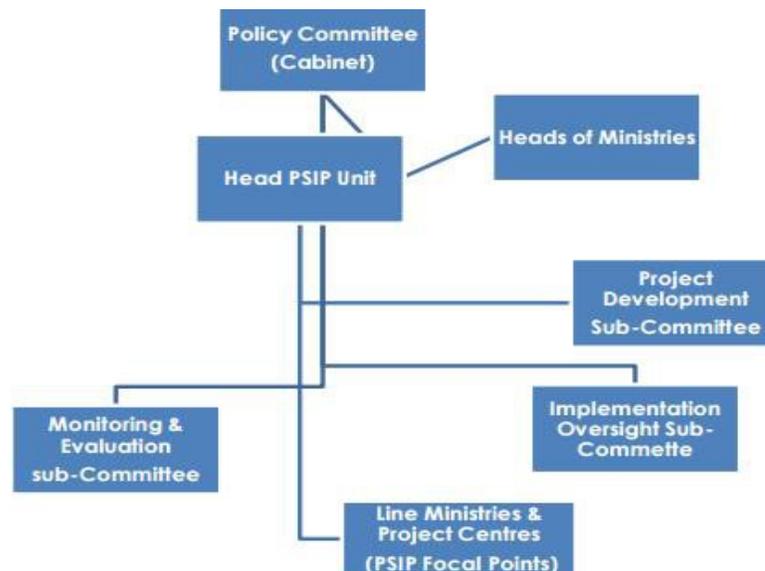
### Introduction

The main national strategy implemented in Grenada is the [Growth and Poverty Reduction Strategy \(GPRS\), 2014-2018](#), as part of the overall implementation of the long term vision set in [The Strategic Development Plan 2030](#).

The GPRS 2014-2018 is a framework through which the actions and interventions of Government and development partners can be situated to achieve the greatest impact, while providing a benchmark for continuous monitoring and evaluation of the effectiveness of actions in addressing the challenges of job creation, poverty reduction and economic growth.

### Institutional Framework

The basic institutional framework could conform to a set of broad functional arrangements. A graphic representation of that framework is below;



Source: [Growth and Poverty Reduction Strategy \(GPRS\) 2014-2018](#)

The [Cabinet](#) will perform the functions of the Policy and will be responsible for causing the formulation and refining of policies to govern the management of the Public Sector Investment Program (PSIP) and its relationship with all the units that make up the system. The Head of the PSIP Unit will receive its directives and instructions from the Cabinet and conduct live formal reporting to the Policy Committee (Cabinet) at times appointed by the latter.



As a complement to the live reporting, the Head/PSIP will provide the Policy Committee (Cabinet) with quarterly reports detailing the performance of the programs and projects of the PSIP and other related factors that impact on its performance.

The expectation is that every line minister in Cabinet and the parliament will be mandated to report formally at convenient but regular intervals on the programs and projects that form part of the PSIP portfolio and residing within their ministerial authority. There will be a formal relationship between the Head/PSIP and the permanent secretaries within the line ministries, within which programs and projects reside.

### **Strategies and Mechanisms**

The [Growth and Poverty Reduction Strategy \(GPRS\), 2014-2018](#) focuses on four (4) Thematic Areas, namely: Building Resilience; Developing Competitiveness with Equity; and Reducing Vulnerability; Strengthening Governance and Security

- a) Building Resilience
  - Stabilizing the Macro-Economy;
  - Enabling the Business Environment;
  - Leveraging the Growth Sectors; and
  - Developing Sustainable Energy
- b) Developing Competitiveness with Equity
  - Education and Human Resource Development;
  - Social Transformation and Social Care;
  - Youth Development; and
  - Gender Equity
- c) Reducing Vulnerability
  - Rural, Community and Parish Development;
  - Local Development;
  - Improved Human Settlements; and
  - Environmental and Sustainable Natural Resource Management
- d) Governance, Justice and Citizen Security
  - Human Security;
  - Governance; and
  - Institutional and Legal Reform

### **Public Budget**

#### **Introduction**

In Grenada, the annual public budget is developed through a plan containing all the revenues and expenditures for each financial year. Likewise, core aspects of its formulation process are stated in [Chapter V – Finance of the Constitution](#).



The Constitution and the Public Finance Management Act 2007 establish the legal framework for Government's budget process. The [Minister of Finance](#) is responsible for presenting the estimates of revenues and expenditures to the House of Representatives each year.

Both houses of Parliament must approve the budget within four months after commencement of each fiscal year. The estimates of revenue are based on existing tax rates and projections of non-tax revenue by the various ministries. Changes to the tax regime or expenditures require Parliamentary approval.

### **Institutional Framework**

The [Ministry of Finance](#) is the entity responsible for the administration, regulation and monitoring programs and activities relating to fiscal policy and debt management; as well as for managing the public budget

The mission of the Ministry is to effectively plan, generate, allocate and account for resources through the implementation of fiscal and economic policies and the facilitation of social and environmental policies in co-operation with other agencies thereby providing and enabling sustainable growth and development.

Its responsibilities include:

- Economic planning;
- Budgeting;
- Debt management;
- Economic policy formation;
- Resource mobilization;
- Cash management;
- Tax administration;
- Energy; and
- Supporting decision-making processes in the public and private sectors

The Ministry is divided into the following departments: 1. Administration; 2. Accountant General's Department; 3. Inland Revenue Department; 4. Department of Customs and Excise; 5. Department of Economic Management & Planning; 6. Statistics Department; 7. Economic and Technical Co-operation; 8. Department of Energy & Sustainable Development; 9. Department of Co-operatives; and 10. Government Printery.

With regards to national budget, within the Ministry of Finance, the Accountant General's Department and the Economic Management & Planning Department - in which the Debt Unit is located - are mainly responsible for the management of Government finances and the public debt.

The main responsibilities and duties of the Department of the Accountant General are to ensure the establishment and maintenance of proper accounting systems in every department of the Government of Grenada and to exercise supervision over public revenue and expenditure. In order to properly perform these functions in an efficient, effective and timely manner, this



department is divided into four (4) operational units: 1. Accounts; 2. Treasury; 3. Information Technology; and 4. Internal Audit.

Its functions are the following:

- The preparation of annual estimates of revenue and expenditure according to the macroeconomic and fiscal goals;
- The facilitation and monitoring of the implementation of the annual budget;
- The preparation of monthly, quarterly and annual reports on central government fiscal operations;
- The preparations of monthly and quarterly debt reports; and
- The recording, updating and management of public debt

### **Strategies and Mechanisms**

Generally, the Government implements new fiscal measures at the commencement of each fiscal year. The Government's revenues and expenditures do not incorporate the revenues and expenditures of state-owned enterprises. Its accounts capture only its current and capital transfers to specified state-owned enterprises; dividends from state-owned enterprises, if any, are recorded as non-tax revenue. The budget constitutes the published central government fiscal accounts.

According to [Section 77 of the Constitution](#), the [Ministry of Finance](#) is responsible to prepare and lay before the House of Representatives in each financial year estimates of the revenues and expenditure of Grenada for the next following financial year.

When the estimates of expenditure (other than expenditure charged upon the Consolidated Fund by this Constitution or by any law enacted by Parliament) have been approved by the House of Representatives, a Bill, known as an Appropriation Bill, shall be introduced in the House providing for the issue from the Consolidated Fund of the sums necessary to meet that expenditure and the appropriation of those sums, under separate votes for the several services required, to the purposes specified therein.

Grenada's public finances must be audited annually by the Director of Audit (who heads the independent audit department of the Government). In addition, the [International Monetary Fund](#), the [Eastern Caribbean Central Bank](#) and the [Caribbean Development Bank](#) review the Government's public finances annually. Likewise, the Minister of Finance is required by the Constitution to lay the [Audit Report](#) and Statement of Accounts before Parliament.

According to [Section of 75 of the Constitution](#), all revenues or other moneys raised or received by Grenada (not being revenues or other moneys that are payable, by or under any law for the time being in force in Grenada, into some other fund established for any specific purpose) shall be paid into and form a Consolidated Fund.

In addition to, under the [Section 76 and 78 of the Constitution](#), the Parliament has authority to government for the withdrawal of money from the consolidated fund up to the end of four (4) months of the financial year.

### **Professionalized Civil Service**



## General Information

Grenada has developed regulation related to the civil service. Under the [Section of 91 of the Constitution](#), the Public Service commission (PSC) is intended to protect public employees from undue political influence; provide continuity and stability in government; maintain the integrity of the civil service system as a neutral, impartial and impersonal administrative tool; and protect employees against political favoritism in selection, promotion, transfer, or disciplinary action.

And PSC contributes to an impartial Public Service with a high standard of competence, efficiency and integrity by giving advice and making binding recommendations to the Prime Minister on:

- To make of appointments to public offices (or post in the Public Service);
- To removal of persons from such office; and
- To exercise of disciplinary control over public officers

The PSC provides assurance that all actions concerning recruitment, promotions and appointments within the Public Service are;

- Made in an equitable, fair and impartial manner;
- Free from favouritism, patronage and discrimination; and
- Based on the principle of merit

Otherwise, there is a "[Checklist for procuring human resources services](#)" submitting requests for procuring human resource services. Ministries and Departments should address each of the following areas in their submissions to the [Department of Public Administration](#):

- Justification;
- The Candidate;
- Engagement;
- Measurement of results;
- Funding; and
- Deadline

## Decentralization

### General Information

Grenada is a bicameral parliamentary constitutional monarchy headed by Queen Elizabeth II, represented by a governor-general.

Grenada is divided into regions known as [Parishes](#), namely: 1. Saint Patrick; 2. Saint Mark; 3. Saint John; 4. Saint Andrew; 5. Saint George; and 6. Saint David Carriacou.

Grenada has two (2) dependencies which have their own council and the new system would be followed by a widening of the constitutional provisions of local government on [Carriacou and Petite Martinique](#) to all of Grenada. The dependencies are governed by national government functions and local administrators are appointed by central government. The national government is currently developing several seminar and discussion forums, with the aid of international donors and expert organizations on local government.



Grenada doesn't have a decentralized local government system. Nonetheless, the **Ministry of Carriacou and Petite Martinique Affairs & Local Government** is the entity in charge of the provision of local services.

The mission of the Ministry is to co-ordinate and facilitate all Government related activities and programmes for Carriacou and Petit Martinique through high quality services, shared responsibility, participation, increased productivity and appropriate technical support.

## **Coordination**

### **General Information**

Grenada recognizes the important of inter-institutional coordination with the aim of achieving national goals and plans in a more effective and efficient way.

The entity responsible for the coordination among government ministers and for the implementation of inter-institutional coordination activities is the **Cabinet**, which is composed by the Primer Minister and other Ministers part of the Executive Branch ([Section 59 of the Constitution](#)).

The Cabinet is responsible for providing policy advice to the Prime Minister, Ministers of Government and Cabinet Committees in the execution of their responsibilities. It also ensures inter-departmental consultation on proposals for Cabinet Decision and issue Cabinet directives for policy implementation to Ministries and Departments.

It is the centre of policy formulation, giving clear directions and guidance on the policy formulation process. The functions are:

- Coordinating efficiently all necessary activities to facilitate the Cabinet of Government Ministers in the execution of its responsibilities by arranging adequately for its deliberations and the efficient and timely transmission of decisions to the appropriate authorities;
- Ensuring that efficient services are provided to the public; and
- Continuing to assist the various Ministries/Departments in Cabinet related matters

## **Information and Communication Technology**

### **Introduction**

The development of strategies and mechanisms related to Information and Communication Technologies (ICT) holds a fundamental role in the government of Grenada in order to protect and enhance the Nation's investment in infrastructure.

Grenada's legal framework on ICTs is the [Telecommunications Act of 2000](#), whose aim is to provide for the regulation of telecommunications, to establish the National Telecommunications Regulatory Commission and to provide for related or incidental matters.



The principal objective of this Act is to give effect to the purposes of the [Eastern Caribbean Telecommunications Authority \(ECTEL\) Treaty \(Act 30 of 2000\)](#) and to regulate the telecommunications sector in Grenada.

## **Institutional Framework**

### **1. The Central Information Management Agency (CIMA)**

The Central Information Management Agency (CIMA) is a dependency of the Prime Minister's Office is responsible for coordinating the implementation of the [2006-2010 National ICT Strategy and Action Plan](#).

The mission of the entity is to provide job opportunities, improve public sector efficiency and productivity, encourage and environment of entrepreneurship, leading to the eventual reduction in national poverty, achieving the success of the entire national ICT deployment strategy

The functions are:

- To complete the final version of strategy and action plan document;
- To disseminate information, and market all elements of the plan to public sector and Nation;
- To establish tasks and projects, and prioritize to meet short term and long term goals;
- To develop proposals with respect to implementation criteria and present to cabinet;
- To define roles and responsibilities for the managing of specific areas of ICT implementation;
- To facilitate and liaise with Ministries responsible for areas ICT deployment to ensure focus and continuity with the plan;
- To develop and manage budgets related to the implementation of the plan;
- To facilitate in coordination exercises relative to implementation of existing ICT projects such as Ministerial e-mailing capabilities, LAN standardization techniques, and other national ICT deployment endeavors;
- To expedite and make available the legal media through which ICT tasks become manifest;
- To assume accountability for any ICT government site acquisition activity;
- To enforce standardization disciplines within National Network Development;
- To provide critical resources necessary for the completion of tasks leading towards plan objectives;
- To assist in the development of other agencies or councils responsible for bridging the digital divide in the public and private sector;
- To ensure the inclusion of measurement systems within the ICT framework to monitor for continuous improvement possibilities; and
- To ensure IT training and international certification for IT skill sets are achieved

### **2. The Ministry of Communications, Works, Physical Development, Public Utilities & ICT**



The government Ministry in charge of the promotion of ICT development is the [Ministry of Communications, Works, Physical Development, Public Utilities & ICT](#). The responsibilities of the Ministry are as follows:

- Implementation of Road Maintenance Programmes;
- Ongoing preventative maintenance of all Roads, Bridges and Government Buildings;
- Provision of engineering and architectural support to Government/Ministries, non-Ministerial Departments and Statutory Bodies;
- Management of Electrical Inspections Island wide and conduct examinations for eligible Electricians;
- Management of Road Network;
- Management of Markets;
- Ensuring that buildings to be constructed whether commercial or residential are built in compliance with the Building Code;
- Developing plans for the orderly development of the country; and
- Implementation of policies and directives of Cabinet

### **3. The National Telecommunications Regulatory Commission**

The [National Telecommunications Regulatory Commission \(NTRC\)](#) was established pursuant to the [Eastern Caribbean Telecommunications Authority \(ECTEL\) Treaty \(Act 30 of 2000\)](#) and the [Telecommunications Act 31 of 2000](#) to regulate the newly liberalized Telecommunications market in Grenada in collaboration with the Eastern Caribbean Telecommunications Authority.

The mission of the NTRC is to regulate the liberalized Telecommunications sector in Grenada, to ensure fair competitive practices by Telecommunications providers and to promote and maintain high quality Telecommunications services at fair and competitive prices for consumers.

#### **Strategies and Mechanisms**

Grenada developed the [Information and Communication Technology \(ICT\) 2006-2010 - A Strategy and Action Plan for Grenada](#) which prescribes several strategic planes. The mission of the plan is:

- a) to put Information and Communication Technologies (ICT) at the center of Grenada's social and economic development as a dynamic industry sector in itself, and in support of the development of other sectors of the economy; and
- b) to establish a knowledge-based society as the platform on which to foster, accelerate and sustain long-term social, cultural and economic development.

The Plan should pursue the following objectives:

- Raising and developing awareness, building vision and generating enthusiasm about the advantageous use of ICT in everyday social and economic life;
- Designing and implementing policies to capture information and knowledge for development;



- Promoting and building connectivity and the necessary infrastructure for access to information and development;
- Building required human and social capacities and institutions, and provide training and education to impart requisite skills;
- Creating new livelihood and employment opportunities;
- Empowering communities and disadvantaged groups, reinforce participatory approaches and good governance and foster networking; and
- Building a public service that allows and encourages electronic access to public information, and facilitates low-cost electronic transactions with the civil society.

The strategic plan includes a series of strategic thrusts, in collaboration with the Private sector. The main strategic thrusts are the following:

- Development of a legal framework that will regulate and, more significantly, facilitate all forms of electronic interaction;
- Promotion of the widespread use of the Internet in Grenada;
- Promotion of widespread utilization of e-Commerce in Grenadian businesses, and developing the Information industry in Grenada;
- Provision of IT and Internet education and training to all sectors of the Grenadian society;
- Provision of mail and free access to e-Government Services to everyone as the means to accelerate Internet uptake;
- Establishment of kiosks in selected sites to allow citizens access to e-government services;
- Development of a high quality and affordable telecommunications infrastructure;
- The establishment of a permanent National Commission that will act as a catalyst for the ongoing development of an Information Society and an Information economy in Grenada; and
- The implementation of e-Government that will enable the provision of all Public Services on-line

Likewise, Grenada is part of the [2010-2014 CARICOM e-Government Strategy](#) which has been created to significantly improve the performance of government to meet the evolving needs of the people of the region in the context of rapid global transformation.

The purpose of the strategy is to provide a multi-faceted approach to accelerating sustainable improvements in the delivery of public services through the use of Information and Communication Technologies (ICTs) and the advancement of the pillars of e-Government in the CARICOM region.

The strategic initiatives focus both on the enabling environment for eGovernment and the provision of services. Each of the strategic initiatives is described in the implementation section below.

- Organizational Capacity Development;
- eGovernment Framework;



- Program Management;
- Common ICT Procurement;
- Interoperability;
- ICT-enabled Service Delivery Channels; and
- eCommerce Environment

## Gender Perspective

### General Information

The Government of Grenada is making important efforts to ensure effective policies to promote of gender equality and women’s empowerment in the society.

Under [Chapter 1 of Constitution of Grenada](#), it states that every person in Grenada is entitled to the fundamental rights and freedoms, whatever gender and any other things.

The institution responsible for the elaboration of policies related to gender affairs, as well as to oversee the proper implementation of the international conventions, is the [Ministry of Social Development, Housing and Community Development](#). The role of the ministry is the development of policies and the delivery of a range of social welfare services aims to provide equitable and sustainable improvement in the quality of life of all citizens.

Within the ministry, the division of Gender and Family Affairs is in charge of coordinating activities to create a gender balance society. To achieve this goal, the Division plans and coordinates activities and programmes that would educate and highlight critical issues that affect the family as it continues to promote gender equality and fairness in our society. Support is also given to other Departments, Groups and Organizations in their activities of a family and social nature.

To that end, Grenada is part of important international important conventions and mechanisms related gender affairs, namely: 1. [the Inter-American Convention on the Prevention, Punishment and Eradication of Violence Against Women “Convention of Belém Do Pará”](#) - ratified on November 29, 2000 and its [Inter-American Mechanism \(MESECVI\)](#); and the [Convention on the Elimination of All Forms of Discrimination against Women \(CEDAW\)](#) – ratified on August 30, 1990.

## Transparency and Access to Public Information

### Introduction

[Section 10 of the Constitution of Grenada](#) guarantees the enjoyment of freedom of expression, including freedom to hold opinions without interference, freedom to receive ideas and information without interference, freedom to communicate ideas and information without interference and freedom from interference.

Likewise, Grenada also drafted the [Freedom of Information Bill](#). The purpose of this Bill is to give the public a general right of access to official documents and to make provisions for incidental and connected purposes.



The government had made an effort to promote [E-Government](#) to have access to government information and services, and participate in democracy, using the Internet, telephones and other technologies.

## Quality of public services

### General Information

Grenada is making pivotal efforts for achieving an institutional strengthening and enhanced public service delivery. In that regard, by means of the [Public Sector Modernisation 2006-2010 Policy and Programme](#) which is a plan to develop public service to be more effective and efficient by 2020.

The responsible entity is the [Department of Public Administration \(DPA\)](#), whose mission is to sustain improved efficiency and effectiveness throughout the Public Sector by the introduction and maintenance of modern management systems and practices and the facilitation of the changes required to implement them.

The [Public Sector Modernisation 2006-2010 Policy and Programme Government of Grenada](#) seeks to transform:

- The models of governance through changing the rules by which public sector organisations are governed;
- The structure and staffing of public sector organizations; and
- The processes within organizations

The Public Sector Modernisation Programme (PSMP) 2006-2010 is centered on the following themes:

- a) STANDARD
  - Governance
  - Culture
- b) SERVICE
  - Customer Service
  - Joined-up Government
- c) PROCEDURES, PROCESSES, STRUCTURES AND SYSTEMS
  - Streamlining of the Public Service
  - Policy Centres
  - Corporate Planning
  - Executive Agencies
- d) HUMAN RESOURCE DEVELOPMENT AND INSTITUTIONAL CAPACITY
  - National Human Resource Strategy
  - Senior Managers Accountability



- Performance Management
- Delegation of HRM
- Recruitment, Appointment and Promotions Systems
- Training and Development
- e) PARTNERSHIP
  - Partnership Structures and Modalities
    - a) Joint planning structures
    - b) Outsourcing
    - c) Joint Ventures
- f) MANAGEMENT AND MONITORING
  - Management Structure
  - Prime Minister
  - Cabinet Secretary
  - RMU (Agency/Sector Coordinators)
  - MDA Heads
  - Monitoring Structure

## **Citizen Participation in Public Management**

### **General Information**

Grenada is making important efforts to implement the principles of civil empowerment and citizen participation as means to improve governance, public policies and services.

As member of the [Caribbean Community \(CARICOM\)](#), Grenada is State Party to the [Charter of the Civil Society for the Caribbean Community](#) which is a document that outlines civil participation and empowerment for the entire Caribbean region and aims to strengthen confidence in governance by creating a truly participatory political environment to promote genuine consultation in the process of governance, among its other goals.

[Article XVII](#) of the Charter defines “good governance” as being “just, open and accountable”. It acknowledges that the roles of government, social partners and civil society are complementary and central good governance, and that it is the role of the States to define and delineate the rights and responsibilities of each to ensure equal participation. It requires that the States establish effective systems of consultation between the Government and the people to promote and facilitate civil participation in the democratic process.

Also Grenada recognizes the importance of improving citizen participation through “[2010-2014 CARICOM eGovernment Strategy](#)” which has been created to significantly improve the performance of government. Under this strategy, the government of Grenada states that good governance is the priority for citizen participation in policy development, democratic attributes, security, political accountability and values-based government.



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## Evaluation of Policies and Programs

### General Information

The government of Grenada is making efforts in order to provide the country with a strong monitoring and evaluation system to ensure higher performance of its public policies and programmes. The [Public Sector Modernisation 2006-2010 Policy and Programme \(PSMP\)](#) which is a plan to develop public service to be more effective and efficient is the one connected to the implementation of evaluation of policies and programmes.

In that regard, the PSMP has a plan to change to the monitoring framework for the programme to improve oversight. Under the Chairmanship of the Prime Minister, a joint Consultative PSMP Monitoring Committee will meet at least half-yearly to undertake a strategic review of progress. This Committee will be a subset of the strategic visioning group, and will ensure a close fit with the country's strategic plan and timely implementation.

A special Senior Managers Board (SMB) Modernisation Steering Committee, enhanced with stakeholder membership, will be chaired by the Permanent Secretary, Office of the Cabinet and will convene at least quarterly monitoring meetings. Both of these committees will be supported by the RMU in providing secretariat services.

At the Mississippi Development Authority (MDA) level the Change Management Teams will provide a vehicle for ongoing monitoring of local level implementation. In the case of all public servants on these groups, their responsibilities will be incorporated into their expected job outputs for purposes of performance management and evaluation.

Otherwise, in terms of Programme Review, the government of Grenada undertakes a comprehensive review of the programme. And it makes any changes in priorities or programme elements and detail the plan for the next three years. Thereafter, annual roll-forward by a year will follow. Annual performance reports will be tabled in Parliament by the Prime Minister.