

## Appendix 3

# Matrix of National Development Plan strategic elements for selected Caribbean countries

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Country/ entity	Period	Document	Vision/general objective	Goals	Core values/guiding principles	Strategies
Antigua and Barbuda	Working Draft 2008	Government of Antigua and Barbuda National Strategic Development Plan (NSDP) Framework 2008	The sustainable development of Antigua and Barbuda to create a sustainable economy through balanced, integrated development strategies	Improved standard in the quality of life, while ensuring social stability and integrity of the environment	Not stated	Not stated (document is a framework only)
The Bahamas	2005–2025	Not available	A fully developed society that is prosperous, socially just and globally competitive	<ol style="list-style-type: none"> <li>1. 'Inspired, exulting, free': Unleashing the Spirit of the Nation</li> <li>2. 'Firm craftsmen of our fate': New Governance for New Times</li> <li>3. 'Strength and unity': Building Social Capital 'These fields and hills': Strengthening the Physical Infrastructure and Preserving the Environment</li> <li>4. 'Upward and onward': Enhancing Barbados' Prosperity and Competitiveness.</li> <li>5. 'Strict guardians of our heritage': Branding Barbados Globally</li> </ol>	<ul style="list-style-type: none"> <li>• Strengthening national identity</li> <li>• Reaffirming self-reliance, pride and adaptability</li> <li>• Building social cohesion</li> <li>• Ensuring social justice</li> <li>• Facilitating self-expression, creativity, personal development and self-actualisation (sample of objectives related to Goal 1)</li> </ul>	

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Dominica	Medium term	Growth and Social Protection Strategy (GSPS) 2008	Leveraging all human, natural and financial resources available to the country, in order to realise the vision of Dominica as a place characterised by economic success, and through policies of government geared to facilitating an environment within which private enterprise can flourish	Promoting sustained growth through: 1. Human resource development 2. Social sector development 3. Youth empowerment 4. Energy security 5. Environment and vulnerability management 6. Crime, national security and immigration	Not stated	<ol style="list-style-type: none"> <li>1. Macro-economic targets</li> <li>2. Public sector reform, including enabling environment for private enterprise and investment attraction</li> <li>3. Sectoral strategies in agriculture, fisheries, tourism, industry/agro-industry/business development, ICTs</li> <li>4. Social: housing, cultural industries, the gender dimension</li> <li>5. Implement the Commonwealth Plan of Action for youth</li> <li>6. Develop alternative energy sources</li> <li>7. Mainstreaming the green economy concept into planning and realising the organic island concept</li> <li>8. Enhancing the justice system approach to crime and multisectoral approach to crime</li> </ol>

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Grenada	2007– 2017	National Strategic Development Plan Grenada	The Spice Isle of the Caribbean, embracing a rich heritage that nurtures community and family values, with a united, educated, spiritual and hospitable people, thriving in a peaceful, democratic environment, transformed by innovation, creativity, enterprise and equal opportunity for a better quality of life	<ul style="list-style-type: none"> <li>An economically transformed country and people-centred development</li> <li>A socially strengthened and cohesive society, supported by an educated, trained and creative human resource and centred on ethics and integrity</li> <li>A culturally aware society with synergies between culture and economy</li> <li>Improved governance and democracy that is conducive to a peaceful, safe and secure environment, with justice for all</li> <li>A developed youth sector, capable of participating in and benefiting from national development</li> <li>Gender equity is ensured in promoting human rights and inclusiveness</li> <li>Environmental and physical development considerations integrally linked to national development</li> <li>An enhanced tourism sector, optimising its contribution to the country's socio-economic development and benchmarked against the best international standards</li> <li>An enhanced contribution of the agricultural sector to the national economy and to livelihoods</li> <li>An improved contribution of agro-industries to national development</li> <li>A more efficient construction sector, capable of responding to the requirements of reconstruction and national development</li> <li>An enhanced economic infrastructure sector, supporting the country's development</li> </ul>	<ol style="list-style-type: none"> <li>Democracy</li> <li>Spirituality</li> <li>Ethics</li> <li>Diversity, unity, inclusiveness</li> <li>Good governance at the national, community and family levels</li> <li>Stewardship of natural, human and physical resources</li> <li>Sustainable environment</li> <li>Productivity, competitiveness, work ethic</li> <li>Innovation, creativity, enterprise, transformative development</li> <li>Hospitality</li> <li>Peace and security</li> <li>Resilience</li> <li>Respect for, promoting and recognising, talent, skills and achievements</li> <li>Equal opportunity</li> <li>Justice</li> </ol>	<ol style="list-style-type: none"> <li>Productivity and competitiveness through a knowledge-based economy, public sector reform and productivity improvements, development and upgrade of quality of products and services</li> <li>Innovation, creativity and enterprise through training and curriculum upgrade to emphasise creativity</li> <li>Strategic initiatives, e.g. expansion of tourism, development of higher education sector to generate foreign exchange, in addition to serving national needs; a viable sports industry, offshore health sector and implementation of National Export Strategy (sample of strategies for Goal 1)</li> </ol>

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Guyana	2001–2010	National Development Strategy		<ul style="list-style-type: none"> <li>To attain the highest rates of economic growth that are possible</li> <li>To eliminate poverty in Guyana</li> <li>To achieve geographical unity</li> <li>To attain an equitable geographical distribution of economic activity</li> <li>To diversify the economy</li> </ul>		
Jamaica	2009–2030	Vision 2030, Jamaica National Development Plan	Jamaica, the place of choice to live, raise families and do business	<ul style="list-style-type: none"> <li>Jamaica's economy is prosperous</li> <li>Jamaicans are empowered to achieve their fullest potential</li> <li>Jamaica's society is secure, cohesive and just</li> <li>Jamaica has a healthy natural environment</li> </ul>	<p><b>People centred:</b></p> <ol style="list-style-type: none"> <li>Transformational leadership</li> <li>Partnership</li> <li>Transparency and accountability</li> <li>Social cohesion</li> <li>Equity</li> <li>Sustainability</li> <li>Sustainable rural and urban development</li> </ol>	<ol style="list-style-type: none"> <li>A healthy and stable population</li> <li>World-class education and training</li> <li>Effective social protection</li> <li>Authentic and transformational culture</li> <li>Security and safety</li> <li>Effective governance</li> <li>A stable macroeconomy</li> <li>An enabling business environment</li> <li>Strong economic infrastructure</li> <li>Energy security and efficiency</li> <li>A technology-enabled society</li> <li>Internationally competitive industry structures</li> <li>Sustainable management and use of environmental and natural resources</li> <li>Hazard risk reduction and adaptation to climate change</li> <li>Sustainable urban and rural development</li> </ol>

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Montserrat	2008–2020	Sustainable Development Plan	A healthy and wholesome Montserrat, founded upon a thriving modern economy with a friendly, vibrant community, in which all our people, through enterprise and initiative, can fulfil their hopes in a truly democratic and God-fearing society	<ul style="list-style-type: none"> <li>An environment that fosters prudent economic management, sustainable growth, a diversified economy and the generation of employment opportunities</li> <li>Enhanced human development and improved quality of life of all people</li> <li>Montserrat's natural resources conserved within a system of environmentally sustainable development</li> <li>An efficient, responsive and accountable system of governance and public service</li> </ul>	<ul style="list-style-type: none"> <li>Respect for God, self and others</li> <li>Resourcefulness and resilience</li> <li>Commitment to excellence</li> <li>Transparency</li> <li>Accountability</li> <li>Integrity</li> <li>Justice and peace</li> <li>Partnership and participation</li> <li>Tolerance and diversity</li> <li>Respect for the environment</li> </ul>	<ul style="list-style-type: none"> <li>Development of appropriate economic infrastructure ...</li> <li>Identification and facilitation of four sectors, namely agriculture, tourism, renewable energy, mining/manufacturing (utilising materials from the volcano)</li> <li>Implementation of initiatives to support the strengthening and development of the private sector</li> <li>Installation of required ICT</li> <li>Completion of development of a modern town centre at Little Bay (sample of strategies related to Goal 1)</li> </ul>
St Kitts and Nevis	2003–05	Medium-Term Strategy 2003–05	Government of St Kitts and Nevis's vision for socio-economic development is to improve the quality of life for the people of the Federation by promoting sustainable growth and development within the context of economic diversification, human resource development, sound environmental management, a stable macro-economic and political environment and with equity and social justice	<ol style="list-style-type: none"> <li>Sustainable fiscal position, improved efficiency and effectiveness in the delivery of public services</li> <li>Integration into world trade</li> <li>Maximisation of tourism contribution to GDP, foreign exchange and employment creation</li> <li>Sustained economic growth and employment generation</li> <li>Diversification of the economy</li> <li>Sustainable development of water resources and reliable supply of electricity</li> <li>Environmental management</li> <li>Curriculum reform, promotion of ICT in schools and improved quality, access, management and governance in schools</li> <li>Upgraded health infrastructure and disease surveillance and mechanisms to finance health</li> <li>Poverty reduction</li> </ol>	Not stated	<p>Through:</p> <ol style="list-style-type: none"> <li>Deficit and debt reduction</li> <li>Improvement in trade and investment climate and private sector and non-governmental organisation participation</li> <li>Improved competitiveness of tourism destination to facilitate the sector's expansion</li> <li>ICT sector development</li> <li>Increased production of the non-sugar agriculture sector and the role of the manufacturing sector in the economy</li> <li>Reduction in land and coastal degradation, protection of watershed areas and use of alternative energy sources</li> </ol>

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Saint Lucia	2007	National Vision Plan for all Quadrants (Physical Development)	To address the overall development of the island, and in particular the rural areas; opportunities need to be created on an island-wide basis and, particularly targeted to rural areas that have lagged in the development of the island	<ol style="list-style-type: none"> <li>1. Increased sustainable tourism development growth</li> <li>2. Incentives for Saint Lucia-wide economic development</li> <li>3. Unique natural environment protected and enhanced</li> <li>4. Viability and sustainability of human settlements guaranteed</li> </ol>	Not stated	<ol style="list-style-type: none"> <li>1. Improve airlift and market outreach</li> <li>2. Capacity building to support tourism and technological development</li> <li>3. Promote cruise-based tourism</li> <li>4. Improved transportation linkages to major settlements and rural areas</li> <li>5. Develop the database, local expertise and international co-operation to support sustainable environmentally sensitive development</li> <li>6. Expand reliable and sustainable potable water supply system for the totality of the country</li> </ol>
St Vincent and the Grenadines	2013–2025	National Economic and Social Development Plan	<ul style="list-style-type: none"> <li>• High and sustained levels of economic growth</li> <li>• Reduced unemployment and poverty levels</li> <li>• Improved physical infrastructure and environmental sustainability</li> <li>• High levels of human and social development</li> <li>• A peaceful, safe and secure nation</li> <li>• A technologically advanced workforce</li> <li>• A deep sense of national pride and cultural renaissance</li> <li>• Regional integration</li> <li>• Enhanced global solidarity</li> </ul>	<ul style="list-style-type: none"> <li>• Re-engineering economic growth</li> <li>• Enabling increased human and social development</li> <li>• Promoting good governance and increasing the effectiveness of public administration</li> <li>• Improving physical infrastructure, preserving the environment and building resilience to climate change</li> <li>• Building national pride, identity and culture</li> </ul>		

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Trinidad and Tobago	2005–2020	Draft National Strategic Plan	We are a united, resilient, productive, innovative and prosperous nation with a disciplined, caring, fun-loving society comprising healthy, happy and well-educated people and built on the enduring attributes of self-reliance, respect, tolerance, equity and integrity	<ul style="list-style-type: none"> <li>• Developing innovative people</li> <li>• Nurturing a caring society</li> <li>• Governing effectively</li> <li>• Enabling competitive businesses</li> <li>• Investing in sound infrastructure and environment</li> </ul>		

**Sources:** Authors' analysis of the policy documents