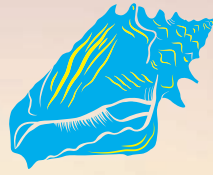




Medium Term Development Strategy 2020 - 2023

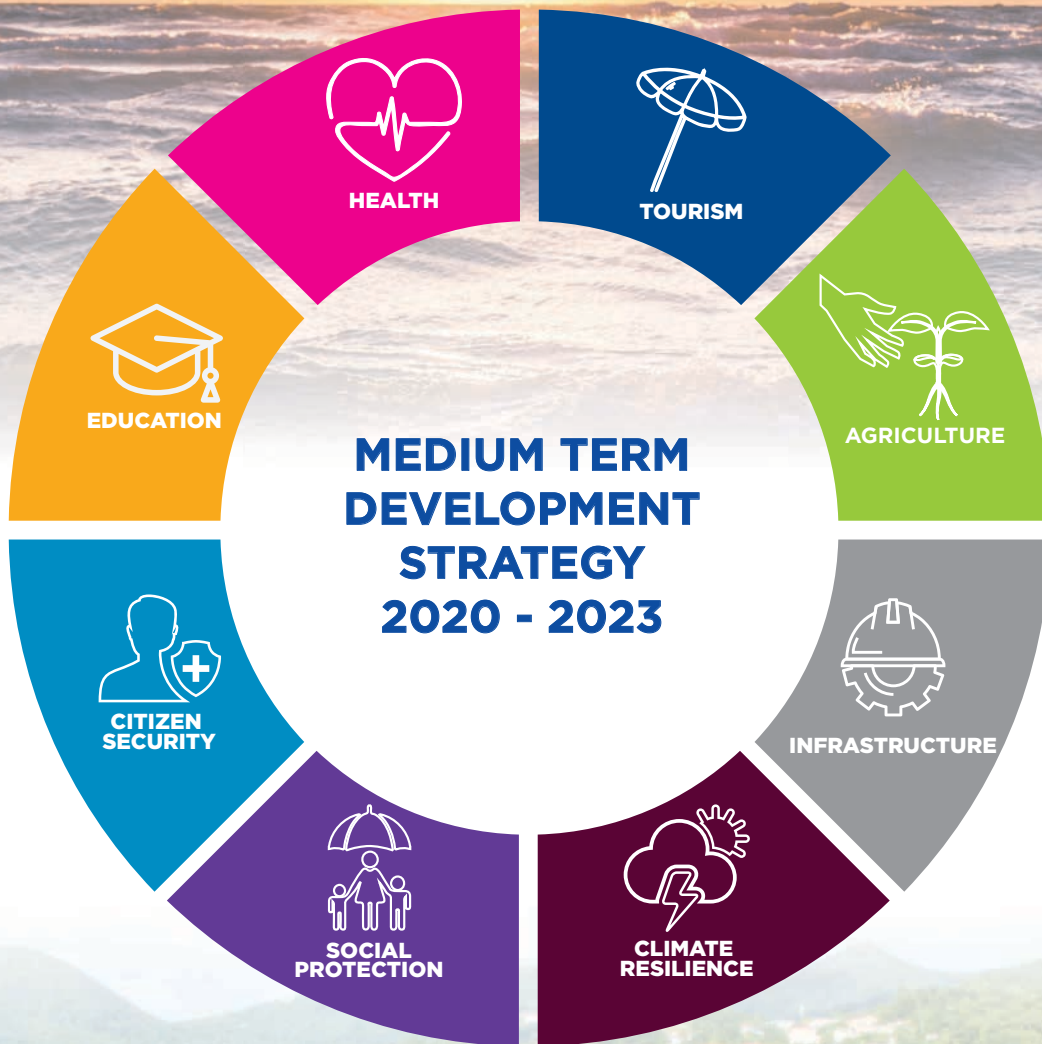
Key Results Areas

- Agriculture
- Citizen Security
- Education
- Healthcare
- Infrastructure
- Tourism



Nou Tout Ansanm

ARISE.



A.R.I.S.E.

LIST OF ACRONYMS

ACP ACP	African, Caribbean and Pacific	GIS	Disaster Reduction and Recovery Geographic Information System	PPP	Delivery Unit Public Private Partnership
AMLTF	Anti-Money Laundering and Terrorism Financing	GOSL	Government of Saint Lucia	PS	Permanent Secretary
ARIS	Agriculture Resource Information System	HDI	Human Development Index	PSIP	Public Sector Investment Programme
ARISE	Accelerated, Resilient, Inclusive, Sustainable & Equitable	HIA	Hewannorra International Airport	RGSM	Regional Government Securities Market
BFR	Big Fast Results	IATA	International Air Transport Association	ROCT	Republic of China (Taiwan)
CAFF	Climate Adaptation Financing Facility	ICT	Information Communication Technology	RSLPF	Royal Saint Lucia Police Force
CAGR	Cumulative Average Growth Rate	IDA	International Development Association	SALCC	Sir Arthur Lewis Community College
CARICOM	Caribbean Community	ILO	International Labour Organization	SASAP	Sectoral And Strategic Action Plan
CCTV	Closed-Circuit Television	IMF	International Monetary Fund	SCORE	Secondary Core Remediation
CDB	Caribbean Development Bank	IRI	International Roughness Index	SDF	Special Development Fund
CDEMA	Caribbean Disaster Emergency Management Agency	IT	Information Technology	SDG	Sustainable Development Goal
CEDAW	Convention on the Elimination of all forms of Discrimination Against Women	KRA	Key Result Area	SDGNCC	Sustainable Development Goals National Coordinating Committee
CEE	Common Entrance Examination	MAPS	Mainstreaming, Accelerating and Policy Support	SE	Secondary Education
CFR	Country Financing Roadmap	MDA	Ministry, Department, Agency	SIDS	Small Island Developing States
CIF	Caribbean Infrastructure Fund	MDB	Multilateral Development Bank	SLASPA	Saint Lucia Air and Sea Ports Authority
CIP	Citizenship by Investment Programme	MSMEs	Micro Small and Medium Enterprises	SLSWMA	Saint Lucia Solid Waste Management Authority
CoG	Centre of Government	MTDS	Medium Term Development Strategy	SLTA	Saint Lucia Tourism Authority
CPA	Country Poverty Assessment	NAFTA	North American Free Trade Agreement	SLUHIS	Saint Lucia Health Information System
CSEC	Caribbean Secondary Education Certificate	NAP	National Adaptation Plan	SME	Small and Medium Enterprise
CVQ	Caribbean Vocational Qualification	NCPC	National Competitiveness Productivity Council	SNE	Special Needs Education
DEDTCA	Department of Economic Development, Transport and Civil Aviation	NCD	Non-Communicable Diseases	SPS	Sanitary and Phytosanitary
DRF	Disaster Risk Financing	NDC	Nationally Determined Contribution	TFA	Trade Facilitation Agreement
DRM	Disaster Risk Management	NETS	National Energy Transition Strategy	TVET	Technical and Vocational Education Training
DSA	Debt Sustainability Analysis	NIPP	National Integrated Planning and Programme Unit	UK	United Kingdom
DIU	Debt and Investment Unit	NURC	National Utilities Regulatory Commission	UNCRC	UN Convention on the Rights of the Child
ECCB	Eastern Caribbean Central Bank	OCR	Ordinary Capital Resources	UNDP	United Nations Development Programme
ECCU	Eastern Caribbean Currency Union	OECS	Organisation of Eastern Caribbean States	UNEP	United Nations Environment Programme
ECE	Early Childhood Education	OER	Open Education Resources	USA	United States of America
EU	European Union	OKEU	Owen King European Union	VNR	Voluntary National Report
EXIM	Export-Import Bank	PE	Primary Education	WASCO	Water and Sewerage Company
FAA	Finance Administration Act	PEFA	Public Expenditure and Financial Accountability	WEF	World Economic Forum
FDI	Foreign Direct Investment	PFM	Public Finance Management	WRMA	Water Resources Management Agency
FIES	Food Insecurity Experience Scale	PMC	Project Monitoring Committee	WTO	World Trade Organization
FSRA	Financial Services Regulatory Authority	PMDU	Performance Management and	WTTC	World Travel and Tourism Council
FY	Fiscal Year			XCD	Eastern Caribbean Dollars
GAR	Global Assessment Report				
GDP	Gross Domestic Product				
GFDRR	Global Facility for				



Nou Tout
Ansanm

ARISE.



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PRIME MINISTER'S MESSAGE



Hon. Allen Chastanet
Prime Minister of Saint Lucia

Saint Lucia's growth rate for the past two decades has averaged 1.8 percent. At that rate, this would mean that Saint Lucia would take, at best, almost forty years – as long as it has been an independent state – to double its GDP per capita which stands at US\$10,896.9 as of 2018. While GDP is a necessary but insufficient condition for economic development, I also acknowledge that a rising tide lifts all boats. Consequently, it is a moral imperative that we do all that is humanly possible to increase the rate at which the Saint Lucian economy grows if we are to improve the welfare and well-being of the over 178,000 inhabitants of our beloved country.

Hence, it is essential that we collectively find innovative, and even unorthodox approaches to respond to our persistent development challenges, if we are to attain our growth ambitions, particularly within an age of disruptive technology and the global digital economy.

While having attained modest rates of growth immediately following independence and being presently

codified as an upper middle-income country, Saint Lucia has clearly found itself in what is best referred to as a middle-income trap. As a consequence, we are finding it increasingly challenging to break through to developed country status and the associated quality of life that accompanies such an achievement. A further unintended consequence of being a middle-income status country is that Saint Lucia is now limited in both the options and quantum of concessionary funding it can access from the global development community.

Without a doubt, Saint Lucia and the wider Caribbean are invariably at an economic crossroad, confronted by unprecedented countervailing socio-economic forces originating both internationally and locally. We face a plethora of exogenous, geopolitical headwinds; these include threats of blacklisting and de-risking of indigenous banks through the severing of correspondent banking relations, which threaten to isolate us from the international trading and financial system. In addition, on account of our high degree of openness, Saint Lucia's economic performance is very sensitive to the downturns in economic output of its main trading partners, as well as the volatility in oil and commodity prices.

Locally, we are beset with a series of nuanced structural impediments that weaken our productivity and competitiveness and ultimately our overall growth performance. These include a narrow economic resource base, an inadequately skilled labour force, rising debt levels, an aging and eroding stock of economic and social infrastructure, and growing national security concerns. Moreover, Saint Lucia is extremely vulnerable to climate-related shocks which pose significant existential threats for Saint Lucia via loss and damage of critical public infrastructure, livelihoods and the productive economic sectors.

Notwithstanding the obvious challenges we face as a people and country, I firmly believe that with a well-developed plan in hand and the right levels of passion and determination,

we can collectively create an economy and society which will be the envy of the Caribbean region and the wider SIDS community. This Medium Term Development Strategy is well positioned to do just that.

First and foremost, recognizing that Saint Lucia is both an economy and a society, the strategy places equal emphasis on the economic and social sectors. Through a rigorous consultative process, six key result areas were selected for deliberate attention over the medium term. These include Health, Education, Citizen Security, Agriculture, Infrastructure and Tourism, for which clearly articulated ambitious and feasible strategies and targets have been established.

The strategy is branded “Economic Growth on the A.R.I.S.E.” – laying the platform for Accelerated, Resilient, Inclusive, Sustainable and Equitably Shared Economic Growth, which is indicative of the quality of economic growth that we will pursue over the medium term. Further, the strategy leverages our creole heritage and uses the tagline “Nou Tout Ansanm”, signifying that no segment, no individual, whatever their creed, religion, education or political affiliation, will be left behind in our collective economic development journey.

I would like to thank the Honorable Guy. E. Joseph and the staff of the Department of Economic Development, Transport and Civil Aviation for their leadership in bringing this document to fruition. As well, it would be remiss of me if I did not acknowledge the support provided by all other government agencies and non-state actors who contributed in one way or another to the completion of this document.

Finally, I would like to urge all Saint Lucians to embrace this Medium Term Development Strategy as our central and guiding development document for the next four years, as we work towards achieving Economic Growth on the ARISE – “Nou Tout Ansanm”.

Honorable Allen Chastanet
Prime Minister of Saint Lucia

MINISTER'S MESSAGE



Hon. Guy Joseph
Minister for Economic
Development, Housing, Urban
Renewal, Transport and Civil
Aviation

As I reminisce on Saint Lucia's journey of self-governance and development over the past four decades of independence, several things become immediately apparent. Firstly, I would like to thank the Almighty God for his blessing and favour on our beloved isle of Saint Lucia. Moreover, I would also like to recognize that for the Small Island Developing State of Saint Lucia, covering a geographic space of 238 square miles and having a population of 178,696, with very little natural endowment except for its people, Saint Lucia has fared well since it embarked on this long and arduous journey forty-one years ago.

For one thing, Saint Lucia is a stable democracy which has seen over its ten elections since independence the peaceful transition of power, which has augured well for continuity in economic and social development of the country. Over these years, the Government of Saint Lucia has prioritized the development of its most valuable asset, its people, through increased access to education both at the primary and secondary levels, along with the provision of health care services, which is reflected in Saint Lucia being internationally recognized as a High Human Development Country.

Equally, Saint Lucia has witnessed a measure of success on the economic front, with a GDP per capita of US\$10,896.9 as of 2018, resulting in its classification as an upper middle-income country. Although consisting of a narrow economic base, the sectors that undergird Saint Lucia's economy, by all indications, are robust and poised to continue to grow and contribute to Saint Lucia's economic and social development. However, beneath these encouraging socio-economic indicators is the stark reality that a sizeable segment of our society continues to live below their economic potential. Poverty and criminal activity persist alongside such progress. Such paradox is symptomatic of a national planning strategy and apparatus that is not sufficiently inclusive to ensure that no Saint Lucian is left behind in the process.

As a result, this 2020-2023 Medium Term Development Strategy (MTDS) seeks to systematically consolidate much of the progress achieved thus far, while doubling efforts at tackling many of the structural challenges that are impeding ordinary citizens of Saint Lucia from fully realizing their potential. Further, it is agreed that there is an urgent need to improve both the magnitude and quality of economic growth in Saint Lucia if we are to attain levels of development to which we all aspire. Hence, this MTDS is deliberately crafted to promote economic growth that is Accelerated, Resilient, Inclusive, Sustainable and Equitability Shared, otherwise referred to Economic Growth on the ARISE; with the tagline *Nou Tout Ansanm* (All of us together) symbolizing a call to collective action.

Recognizing Saint Lucia's obvious financial and human resource constraints, a pragmatic approach was adopted for implementing the MTDS. Firstly, it adopts the wisdom of prioritizing six sectors referred to as Key Result Areas - Agriculture, Tourism, Infrastructure, Education, Health and Citizen Security - for dedicated attention and resource allocation over the four-year period (2020-2023) as a means of achieving genuine and lasting results, as opposed to tackling every sector simultaneously. Secondly, noting that Caribbean countries, Saint Lucia being no exception, are confronted with a recurring implementation deficit, the MTDS adopts a new philosophy to national planning which seeks to engender an ethos of performance delivery. Therefore, a Performance Management Delivery Unit (PMDU)

has since been established, which will assist the Department of Economic Development, Transport and Civil Aviation in monitoring the implementation of the MTDS goals and objectives, and, where necessary, in expeditiously correcting course.

Thirdly, cognizant of the sizeable amount of resources required to deliver the MTDS, the Department of Economic Development, Transport and Civil Aviation, over the medium term, will proactively escalate donor engagement and coordination, commencing with the hosting of an inaugural Medium Term Development Strategy Donor Symposium. Lastly, the MTDS seeks to infuse and align Saint Lucia's developmental strategy with many of the new global development agendas. As such, deliberate care was taken to ensure that the interventions are aligned with the 2030 Sustainable Development Goals, hence increasing the likelihood of achievement while also facilitating the monitoring of the SDGs implementation progress.

I would like to emphasize that this MTDS is envisaged to lay the platform for Saint Lucia's sustained economic and social growth over the next four years and beyond. It seeks to clearly articulate the Government of Saint Lucia's strategic development agenda which is expected to guide all ministries' and agencies' sectoral priorities over the medium term.

I acknowledge the hard work of the Economic Planning and National Development Services Division of the Department of Economic Development, Transport and Civil Aviation under the stewardship of the Permanent Secretary Mr. Claudius Emmanuel; along with other sister ministries and agencies that have collectively contributed to the realization of the finalized 2020-2023 Medium Term Development Strategy document for Saint Lucia.

I therefore present to you the 2020-2023 Medium Term Development Strategy for Saint Lucia, a roadmap for achieving Economic Growth on the ARISE - *Nou Tout Ansanm*.

Thank you.

Hon. Guy Joseph
Minister for Economic Development
Housing, Urban Renewal, Transport
and Civil Aviation

PERMANENT SECRETARY'S MESSAGE



Mr. Claudius Emmanuel
Permanent Secretary

As Permanent Secretary of the Department of Economic Development, Transport and Civil Aviation, I am extremely delighted to present to you Saint Lucia's Medium Term Development Strategy for the period 2020-2023. Saint Lucia, like most small Caribbean economies, has been a testing ground for many economic models. From the plantation economic model, which was largely characterized by a mono-crop agrarian society, to Sir Arthur Lewis's Industrialization by Invitation economic development model, and, most recently, a hybridized version of a Small Open Economy model which continues to bear key features of the Industrialization by Invitation development approach with an export-oriented focus primarily concentrated in the export of tourism services.

These models were beneficial to Saint Lucia at critical stages of its

economic journey. However, they did not always translate into economic and social development interventions that ultimately improved the living standard of the everyday Saint Lucian. Accordingly, the approach presented in this document seeks to outline a well-articulated national development planning framework that translates economic development theory into clear policies and strategies.

The task of crafting the development fortunes of a country, especially within the current context of narrow fiscal space and a limited economic base which is compounded further by several external shocks, is no easy feat. It is one that no single agent can accomplish. Therefore, this four-year strategic plan that you hold in your hand reflects the broad consensus and collective efforts of a wide cross-section of the Saint Lucian society. More importantly though, it provides Saint Lucia with a strategy to navigate the turbulent and dynamic journey of economic growth, with its continuous ebbs and flows, towards the destination of sustained economic development.

The strategy is a novel and eclectic approach to pursuing Saint Lucia's economic development over the next four-year cycle. First and foremost, bearing in mind the binding fiscal and human constraints that are endemic to Saint Lucia, the MTDS is specifically crafted using a parsimonious approach, by selecting a narrow yet strategic suite of six key result areas straddling both the economic and social sectors for priority interventions.

Secondly, as a means of bridging the savings and investment gap needed to fund this ambitious four-year plan, the MTDS has strategically partnered with the World Economic Forum (WEF) to develop a Country Financing

Roadmap (CFR). The CFR, of which Saint Lucia and Ghana are the pilot countries, seeks to unlock funding from the global community to achieve the agreed 2030 Development agenda, whilst concurrently leveraging these resources to increase Saint Lucia's competitiveness and productivity. Additionally, the Caribbean Development Bank has aligned its Country Engagement Strategy for Saint Lucia to the MTDS and has allocated a significant amount of resources towards achieving the goals for the key result areas.

Lastly, the strategy also recognizes the many implementation challenges that we face in delivering on public projects and services, and therefore a Performance Management and Delivery Unit (PMDU) has been implemented to support key components of the MTDS.

By employing this three-pronged approach, we are excited that the 2020-2023 MTDS will move beyond being a well-articulated plan, and be one that brings about socio-economic transformation of Saint Lucia.

In closing, I would like to thank the Prime Minister and the Minister for Economic Development for their unwavering leadership and support for the MTDS. I would also like to recognize the efforts of the staff of the Department of Economic Development, Transport and Civil Aviation for their tireless efforts in bringing this document to life. Finally, I would like to thank everyone who, in one way or another, contributed to this finalized document.

Mr. Claudius Emmanuel
Permanent Secretary



Preface

The 2020-2023 Medium Term Development Strategy, entitled “Economic Growth on the A.R.I.S.E. – Nou Tout Ansanm”, is a clarion call for collective action to drive Saint Lucia’s development agenda. It seeks to accentuate the interconnected nature of development planning by ensuring economic, social and environmental considerations are incorporated and mainstreamed into Saint Lucia’s national planning framework. Most importantly, the Department of Economic Development, Transport and Civil Aviation, the custodian of the MTDS, will aim to position it as the central mechanism to achieve national development policy objectives.

This MTDS is not a stand-alone planning document. It draws inspiration from previous legacy national planning documents, such as the draft 2011-2015 Medium Term Development Strategic Plan and the National Vision Plan of 2008, to establish context and to situate itself within the broader continuum of Saint Lucia’s national development journey. As a result, many of the issues highlighted in this document are similar to those in its predecessors, largely reflective of the persistence and structural nature of many of Saint Lucia’s challenges. However, the modality of delivery for the MTDS departs from the status quo in several ways. The document anticipates the formulation and finalization of a long-

term national planning and visioning document for Saint Lucia in the not too distant future. Hence, the MTDS is strategically and practically crafted with that reality in mind. As such, the seven identified key national development pillars developed as part of the ongoing National Development Planning process for Saint Lucia are intentionally interwoven and integrated into the MTDS.

This approach allows for the MTDS to be forward-looking while recognizing the current gaps in the planning landscape in Saint Lucia. Consequently, the MTDS is strategically positioned to serve as the main policy guiding document over the short to medium term planning horizon, complementing Saint Lucia’s National Development Plan framework which is the national development blueprint to achieve sustainable, inclusive, resilient and shared economic growth over a longer horizon.

The strategy incorporates several key lessons from the iterations of the development process that preceded this MTDS. However, it departs from the exclusive aspirational and vision-casting approach and presents specific actions that ought to be pursued to achieve the articulated desired nationally-agreed macro and sectoral goals. The strategy acknowledges the perennial gap

between policy aspiration, planning and implementation of development programmes and performance delivery. Thus the 2020-2023 MTDS embraces the Centre of Government (CoG) approach, to remedy the structural coordination, implementation and monitoring failures that impede performance and the delivery of value to the citizenry.

At its core, the strategy is expected to clearly articulate and guide the overarching policies, programmes and projects that the Government of Saint Lucia will pursue to achieve economic and social development over the period 2020-2023. The success of the strategy is predicated on several assumptions that are critical to its successful implementation. These include, but are not limited to:

- ((i) Current local macro-economic conditions remain favourable;
- (ii) Government adopts sound macro fiscal policies;
- (iii) The global economy will remain relatively stable with growth on an upward trajectory; and
- (iv) Saint Lucia prioritizes the enhancement of its social, economic and environmental resilience.

The MTDS provides a thorough assessment of the local and international economic, social, technological and environmental forces which are influencing Saint Lucia's economic fortunes. It therefore provides the platform for the formulation of clear and prescriptive socio-economic policies and interventions upon which the Government of Saint Lucia should embark over the medium term. Consequently, the strategy is formulated to promote economic growth that is Accelerated, Resilient, Inclusive, Sustainable and Equitably Shared (A.R.I.S.E.). The acronym A.R.I.S.E. concisely encapsulates the magnitude and quality of economic growth that is a necessary condition for Saint Lucia to achieve the socio-economic outcomes anticipated by the strategy.

This philosophy emanated out of a need to radically transform Saint Lucia's economy and society within the context of a world that is increasingly characterized by rapid globalization and digitization. It recognizes that Saint Lucia, like many Small Island Developing States, is currently facing a middle-income trap and, as such, unorthodox approaches are needed

if it is to converge to developed country status. It also acknowledges that while previous modalities to achieving national development delivered important results, the journey to achieve full transformation continues. Hence, this MTDS is crafted using a people-centred lens, which is essential for the attainment of the requisite transformation of the living standards of the poor, vulnerable and marginalized segments of the society. Accordingly, this strategy is deliberate in paying particular attention to bridging and correcting these policies and planning gaps that may hinder its aspirations and contemplated impacts.

Further, it is cognizant of the paradigmatic shifts that are occurring globally, particularly the adoption of the new global frameworks for development, i.e. the Post-2015 Sustainable Development Goals, SIDS Accelerated Modality for Action (Samoa) Pathway, the Sendai Framework for Disaster Reduction, the Paris Agreement, the Addis Ababa Action Agenda and the United Nations New Urban Agenda. This 2020-2023 MTDS broadly incorporates each of the above-mentioned global commitments, to all of which Saint

Lucia is currently a signatory.

The MTDS was formulated on the principles of "The Eight Steps of Transformation" developed by the PEMANDU Associates that shaped the strategic planning value chain. The strategic planning process produced six key result areas (KRAs) - three based on the social sector (Citizen Security, Education, Health) and three based on the economic sector (Agriculture, Infrastructure and Tourism). In addition to the six KRAs, four cross-cutting thematic areas that are globally topical and locally relevant were also incorporated into the MTDS: Climate Change and Disaster Resilience, Productivity and Competitiveness, Gender Mainstreaming and Social Protection. A broad-based consultative process led to the identification and assessment of Game Changers and Enablers that would propel the transformation necessary over the medium term. The Caribbean Development Bank (CDB) provided the requisite technical assistance that enabled Saint Lucia to be the first Eastern Caribbean country to embrace this approach to development planning.

Key Result Area Overarching Goal	
 Agriculture	To increase improve agricultural output by 36 percent and export
 Tourism	To increase tourism arrivals and receipts
 Infrastructure	To provide resilient infrastructure to support socio-economic development
 Health	Increase the provision of affordable and quality health care
 Education	To improve the quality of education and improve the education pathways
 Citizen Security	To reduce the crime rate and improve the judicial system

The decision to select a truncated list of key result areas is another distinctive feature of this MTDS. The central rationale for doing so is that the MTDS recognizes the need to deliberately focus on priority areas as part of the effort to mitigate anticipated risks. Saint Lucia's current fiscal position and debt-carrying capacity do not encourage the pursuit of a comprehensive development agenda within one Medium Term Development cycle. Additionally, limited human resource and institutional capacities will invariably limit effective implementation of development programmes and the delivery of contemplated results. Hence, a narrow selection of six key result areas allows sectors to set inspiring goals while systematically devising strategies to achieve these goals and objectives.

The approach outlined above is the vehicle through which Saint Lucia will achieve the broad objectives of Accelerated, Resilient, Inclusive, Sustainable and Equitably (A.R.I.S.E.) Shared Economic Growth. The strategy aims to:

1. Achieve a higher rate of economic growth, which will generate jobs and energise the private sector as a whole and micro small and medium enterprises (MSMEs) in particular;
2. Increase the resilience of both Saint Lucia's economy and its society to both economic and natural disaster-related exogenous shocks;
3. Ensure that all subgroupings of the Saint Lucian society are adequately accommodated and represented in the development process;
4. Place the country's economy on a high growth path without compromising its fiscal position and environmental conditions; and
5. Ensure that all members of the society enjoy the benefits that will be derived from robust economic growth.

The MTDS is presented in three sections:

- Section I - the medium-term context within which the strategy will be implemented.
- Section II - the Medium Term Development Strategy and Methodology,
- Section III - the implementation and monitoring and evaluation framework.

The implementation and monitoring of the 2020-2023 Medium Term Development Strategy will be coordinated by the Department of Economic Development, Transport and Civil Aviation. The 2020-2023 MTDS was branded with the symbol of a conch shell with the tag line "Nou Tout Ansanm". This branding of the MTDS is designed to encourage buy-in by the populace and propel the action necessary to drive national development.

Saint Lucia's Medium Term Development Context

Economic Context

Saint Lucia's economy, although being the largest in the Eastern Caribbean Currency Union (ECCU), has been historically characterized by a perennially narrow economic base. In its nascent development stages, the agriculture sector was the fulcrum of Saint Lucia's economy which was dominated by sugar production and, later, bananas. The sector was the country's growth engine and main employment driver, complemented by the light manufacturing sector, albeit to a lesser extent.

This robust performance of the sector was on account of preferential access to the European Economic Community market via the Lomé Convention which guaranteed both higher export prices and the associated foreign exchange.

However, the advent of the formation of the European Union (EU) in 1993 saw the introduction of a new trade regime between the EU and the African, Caribbean and Pacific (ACP) countries, which resulted in the gradual dismantling and eventual cessation of the preferential quota system for bananas. This new trade dispensation also coincided with declines in the terms of trade for both agricultural and manufacturing products on the basis of productivity and competitiveness slowdown. This confluence of events hastened Saint Lucia's efforts at economic diversification, by inducing a structural transformation geared at reducing reliance on a mono-crop

agrarian economy, and shifting to one anchored on a tripod of tourism, agriculture and financial services.

The restructuring of Saint Lucia's economy, although beginning in earnest during the early 1990s, was fully realised in 1998 when the tourism sector's contribution to the island's Gross Domestic Product (GDP) surpassed that of the agriculture industry, which continued its precipitous decline well into the mid-2000s, eventually levelling off at an average of 2 percent of GDP from 2010 onward.

Since then, the tourism sector has incrementally cemented its position as the leading industry and a key economic pillar in Saint Lucia, contributing 10 percent of GDP in 2018, in addition to absorbing a sizeable share of the labour market. Still, it is generally believed that significant potential for further growth and expansion remains for the sector given Saint Lucia's comparative and competitive advantage of being in close proximity to the key source markets, including the possibility of deepening linkage with the agribusiness and manufacturing sectors. According to the World Travel and Tourism Council (WTTC), tourism's contribution to Saint Lucia's economy in 2017 was estimated at 41.8 percent and is expected to rise by 5.1 percent per annum to 54.9 percent in 2028. Additionally, the WTTC noted that, as of 2017, the sector's contribution

to employment was 50.8 percent (35,800 jobs) and is projected to grow to 54,000 jobs by 2028.

Notwithstanding being small, Saint Lucia is well integrated into the global economy, evident by its high degree of trade openness. As such, Saint Lucia is very susceptible to the vagaries in global commodity prices, which places inflationary pressure on the economy, particularly fossil fuel on which Saint Lucia is fully dependent for its energy needs, estimated at Eastern Caribbean \$513.9 million, equivalent to 23.9 percent of total imports in 2018. Furthermore, given the heavy reliance on tourism, concentrated mainly in the United States, Canada and United Kingdom markets, Saint Lucia is exposed to business cycle fluctuations in these three large source markets.

Four decades since independence, Saint Lucia has been classified as an upper middle-income country, with per capita income estimated at US\$10,896.9 as of 2018, which serves as irrefutable evidence of its capacity to pursue its national development objectives. Despite these enviable socio-economic achievements, Saint Lucia is arguably at a developmental crossroad, characterized largely by a growth rate averaging below 2 percent, high rates of unemployment, limited capacity for the economy to generate new and sustainable jobs, and elevated poverty levels.

Growth Performance

For Saint Lucia and the rest of the Organisation of Eastern Caribbean States (OECS), the 1980s was perhaps the most exceptional period of growth and development for the sub-region to date, which showed emergent signs of convergence towards developed countries' living standards. At an average of 6 percent, growth in the OECS outpaced that of more developed economies. This stellar growth episode by the region was not without its challenges, and was buffeted by recessionary conditions in the developed world, in addition to the onset of several devastating hurricanes. Saint Lucia recorded an average of 6.6 percent growth during the 1980-1989 period, bolstered by robust performance of agriculture, supported by both public and private investment in economic and social infrastructure.

However, subsequent growth episodes were less impressive. The 1990 -1999 period witnessed the largest drop in average growth, falling by 3.1 percentage points to 3.5 percent. Thereafter, Saint Lucia continued on a growth deceleration trajectory, with its performance being aptly described as slow and volatile. More recently though, growth has been further undermined by the onset of the food, fuel and financial crises along with the onslaught of Hurricane Tomas in 2010, which has had prolonged

effects on the Saint Lucian economy, thus reflected in the lengthy period taken to return to pre-crisis output levels, symptomatic of the underlying structural weakness which amplified the impacts of the aforementioned exogenous shocks.

Following contractions in 2013 and 2014, estimated at -0.9 and -0.06 respectively, Saint Lucia's economy grew at an average 2.16 percent on the back of strong rebound in growth in the US economy which translated into higher tourism receipts and stay-over arrivals. Projections for the medium-term outlook are positive, primarily on the basis of large infrastructural projects and tourism-related FDI, according to the International Monetary Fund (IMF) Article IV Report for 2018.

Further, by virtue of its geographical location, i.e. being situated along the Atlantic Belt, Saint Lucia is perilously exposed to hydrometeorological and climatic-related hazards that are both increasing in severity and frequency on an annual basis. As a result, Saint Lucia is highly vulnerable to damage emanating from storms, in addition to threats of sea-level rise to low-lying settlements. Therefore, the impact of severe climatic events has resulted in significant expenditure on rehabilitation and adaptation measures.

The current context is exacerbated further by negative feedback loops between poor macro-economic fundamentals and structural impediments which are both self-reinforcing and hinder the economy's ability to fully benefit from the global economic recovery. This economic reality is aptly reflected in a manifestation of a low-growth/high-debt equilibrium scenario. Saint Lucia's public sector debt is estimated at 67.8% percent of GDP, moderately above the Eastern Caribbean Central Bank eight-point stabilization plan of 60 percent by 2030.

Consequently, earlier developmental gains made by Saint Lucia are under threat of reversal, in addition to stymieing ongoing growth efforts. Within this context, the country is challenged to finance its development agenda. In light of these prevailing conditions and the limited policy menu available, successive governments have resorted to pro-cyclical expenditure policies and budget deficits as the instrument of choice in response to the growing demand for public goods and services. This has resulted in macro-economic imbalances which narrow the availability of buffers to respond to exogenous shocks.

Social Context

According to the 2017 United Nations Development Programme global human development index (HDI), which monitors progress on three dimensions of human development – a long and healthy life, access to knowledge and a decent standard of living – Saint Lucia is ranked 90th out of 189 countries, making it a high human development country. On the basis of these indicators, Saint Lucia performs exceptionally well in delivering its social mandate. Moreover,

between 2000 and 2017 Saint Lucia made significant human development progress, improving by 8.3 percentage points.

In 2017 life expectancy in Saint Lucia stood at 75.7 years, with females living 2.7 years longer than males at 78.4 years. Progress on several other health indicators has been encouraging, in particular child mortality rates have fallen from 17.1 deaths per 1,000 live births in 1990 to 11.1 per 1,000 in 2017,

which is just below the Sustainable Development Goal (SDG) 3.2 indicator of under 12 per 1,000 live births. This reflects the Government's commitment to ensuring the health and wellness of its citizenry, evident by health expenditure estimated at 6.0 percent of GDP, which seems to have yielded dividends.

Similarly, substantial public resources are equally allocated toward human capital development and workforce



enhancement in Saint Lucia. Government expenditure on education as a percentage of Gross Domestic Product was estimated at 5.7 percent for 2017. Mean years of schooling, defined by the average number of years of schooling received by persons aged 25 and older, grew from 7.0 in 2000 to 8.9. However, education attainment has not been commensurate with the investment in education, in addition to disparate performance noted across gender.

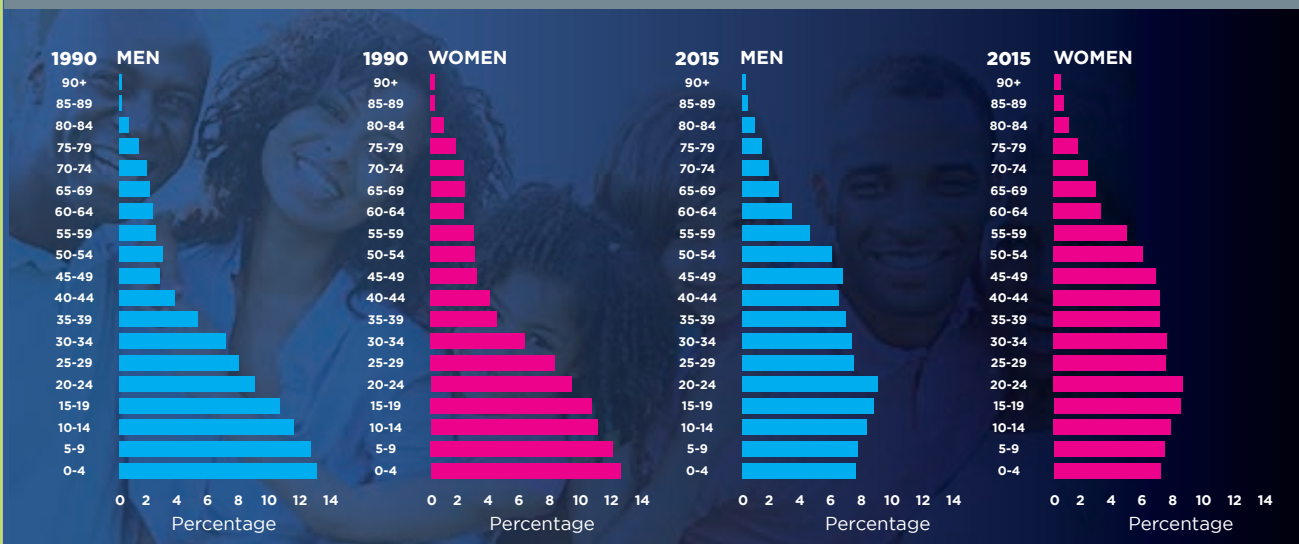
Notwithstanding this strong performance of the social indicators, poverty headcount in Saint Lucia continues to remain elevated. Despite dropping between the ten-year

period 2006-2016, from 28.8 percent to 25.0 percent, the poverty rate in Saint Lucia, across three successive Country Poverty Assessments (CPAs), averaged 25.1 percent, equivalent to approximately 43,000 Saint Lucians living below the 2016 CPA annualized poverty line of \$6,443.0. Further, in the recent past Saint Lucia has recorded an escalation in the spate of criminal activities, resulting in significant economic and social cost for both citizens and the business community.

According to the 2018 population and mid-year estimates, Saint Lucia's population stood at 178,694, which comprised 90,002 males and 88,692 females. Owing to increase in life

expectancy and a drop in fertility and mortality rates, Saint Lucia has witnessed a significant change in its demographic characteristics. In 1990 the majority of Saint Lucia's population was below the age of 25 years. However, as of 2015, Saint Lucia's population structure has become transitional, evident by the narrowing of population aged 25 years and below. Invariably this dramatic change in the structure of Saint Lucia's population presents new challenges, such as increases in public outlay for health and social protection services for the aging population, among other things.

Population Structure by Age and Sex in Saint Lucia (1990 & 2015)





Global Outlook over the Medium Term

The success of this Medium Term Development Strategy relies heavily on the global economy in which Saint Lucia has to navigate. At the time of writing this strategy, available data suggest that global economic prospects for the periods 2019 and 2020 face significant headwinds and uncertainty, driven primarily by concerns related to increased trade protectionism; relatively weaker oil prices; and the ramifications associated with Brexit. More specifically, a significant number of visitors to Saint Lucia originate from North American and the Euro areas; as such they account for a significant share of both its exports earnings and imports expenditure. Consequently, Saint Lucia shares a close economic relationship with these trade partners. Therefore, invariably Saint Lucia's economic performance and success in executing its development agenda are largely influenced by developments in the United States, United Kingdom and Canadian markets.

The slowdown in economic prospects over the medium-term cycle is predicated on a continuation of developments observed in 2018 and the impact of new developments. In 2018 economic growth outcomes between the United States and other advanced economies diverged, with

US growth accelerating while others slowed. The slowdown in advanced economy growth is expected to continue with US growth softening into the 2019 -2022 period.

Growth in the US rose to 2.9 percent in 2018 from 2.2 per cent in 2017 while Canada's growth slowed to 2.1 per cent from 3.0 per cent in 2017. Similarly, in the United Kingdom and the Euro area growth decelerated to 1.4 and 1.8 percent in 2018 compared with 1.8 and 2.4 per cent respectively in 2017. These developments resulted in slightly lower global growth at 3.7 percent in 2018 from 3.8 percent in 2017.

The strong growth outcomes in the US were mainly attributed to rising economic confidence and private sector activity induced by large fiscal stimulus measures introduced in the first half of 2018. Consistent with this economic outcome, the unemployment rate in the US continued to trend downward, falling from 4.1 percent in 2017 to 3.9 percent at the end of 2018. Notwithstanding these positive developments, growth is expected to soften to 1.8 percent by 2020 on account of a levelling off of the initial impact of fiscal stimulus measures.

In Canada, dampening real estate developments, reduced oil prices and the effects of prolonged North American Free Trade Agreement (NAFTA) negotiations hamper growth forecast. Meanwhile in Europe, the protracted Brexit tensions continue to dampen consumer and business confidence, further compounding the sluggish Euro area growth expectations, occasioned by a lowering of vehicle purchases due to the introduction of new auto-emission regulations, among other things.

Estimates of global growth for 2019 and 2020 are 3.5 and 3.6 percent respectively with advanced economy growth of 2.0 and 2.17 for the same period. These estimates are predicated on continued trade tensions between the US and China. During 2018 both the US and China levied retaliatory tariff measures against each other and there are heightened concerns that other jurisdictions may follow suit, in line with increasingly nationalistic and anti-globalization sentiment. In line with these expectations, estimates for the per barrel price of oil are US\$60 over the 2019 to 2020 period, from US\$66 in 2018. Advanced economy inflationary expectations hover between 1.7 and 2.0 percent over the 2019 to 2020 period.



Regional Outlook over the Medium Term

In addition to being influenced by advanced economy developments, Saint Lucia's financial and cultural ties to the Organisation of Eastern Caribbean States (OECS) and the broader Caribbean Community (CARICOM) are important to its socio-economic outlook. Economic growth in the Eastern Caribbean Currency Union (ECCU) is estimated at 2.7 percent for 2018, which is the seventh consecutive year of expansion.

This outturn was attributed primarily to increased activity in the tourism industry and construction sector and was led by developments in Antigua & Barbuda and Grenada. The outlook for

ECCU growth over the medium term is favourable should port expansion projects in St Kitts and in Antigua materialize. Tempering this projection are continued weakness in the Dominican economy associated with the aftereffects of Hurricane Maria.

Mixed economic outturns were observed for 2018 in the larger CARICOM states, with provisional data suggesting a contraction in economic activity in Barbados in 2018 but positive growth outturn in both Trinidad & Tobago and Jamaica. The economic contraction in Barbados reflects the fact that moderate gains in (stay-over) tourism were overshadowed by

weak performances in other sectors while the positive growth outturns in Trinidad & Tobago and Jamaica are consistent with a recovery in the energy sector and higher levels of construction activity respectively. Over the medium term, growth prospects for Jamaica are positive, in line with rising domestic demand and increased consumer and business confidence associated with successful attainment of IMF standby arrangement targets. Similarly, prospects for Barbados, which is also under an IMF standby arrangement, are positive on account of an expectation of improved fiscal and debt performance associated with ongoing debt restructuring efforts.

Saint Lucia's Outlook over the Medium Term

Saint Lucia has recorded positive consecutive real growth rates since 2015 and expectations are for growth of 1.5 percent in 2018. This outturn reflects higher levels of activity in most sectors, with the hotel and restaurant sector playing a key role. In that sector increases were observed in all visitor categories culminating in total tourist arrivals growing by 10.2 percent to 1,228,662, a new record. Gains were also observed in agriculture, wholesale and retail and utilities sectors.

In the agricultural industry banana exports grew 3.2 percent to 13,734.1 tonnes while egg production rose 30.7 percent to a peak of 1.7 million dozen eggs. Higher imports and increased demand for water and electricity

contributed to the improved outturn of wholesale and retail and utilities. In the financial sector performance, commercial bank profitability improved and non-performing loans continued to trend downward. Tempering growth in 2018 was a 21.2 percent decline in construction activity.

This positive economic activity, complemented by higher receipts of Citizenship by Investment Programme (CIP) funds, supported improved fiscal performance in 2018/19, while labour force surveys show that the unemployment rate remained unchanged at 20.2 percent.

Over the medium term, economic prospects for Saint Lucia are positive

but have significant downside risks given the weak global economic landscape. Real GDP growth in Saint Lucia is expected to accelerate to about 3.0 percent in 2019 and average 3.7 percent during 2020-2021.

These projections are driven largely by an assumed continuation of improvements in stay-over and cruise arrivals and commencement and completion of several public sector construction projects by 2021. These projects include the HIA redevelopment, Taiwanese and UK Caribbean Infrastructure Fund (CIF) grants-funded road development programme and the construction of the new wing at St. Jude Hospital.



Nou Tout
Ansanm
ARISE

The Medium Term Development Strategy

Methodology, Pillars and Alignment

Given the dynamic nature of economic development it is essential that an iterative and agile planning process, undergirded by strong transformative leadership, be adopted. The Department of Economic Development is charged with the responsibility of charting the strategic direction for the socio-economic development of Saint Lucia. Thus the formulation of the MTDS is an integral component of the Department's planning function and, as such, the Department will champion the implementation of the 2020-2023 MTDS. The MTDS is a strategic policy development framework that both

shapes and facilitates the attainment of Saint Lucia's national development goals. It provides guidance to the formulation and prioritization of the Public Sector Investment Programme (PSIP) and the annual budget cycle, while being cognizant of the fiscal parameters within which to do so.

The Department utilized the Big Fast Results (BFR) methodology developed by PEMANDU Associates to outline the strategic direction for the country and to determine the strategic priorities for the formulation of the MTDS. The BFR methodology employed a rigorous

broad-based stakeholder consultation process at the national and sectoral levels over a nine-month period. This approach was specifically utilized to cultivate the requisite buy-in, among national leaders and citizens across the public and private sector, which is a necessary condition for the effective implementation of the plan to deliver results to the citizens of Saint Lucia. A summary of the MTDS process development is depicted below.

A summary of MTDS development process

Phase 1	Detailed review of the country's socio-economic performance over the past seven (7) years	Strategic workshop attended by Cabinet of Ministers, top management from public and private sectors	Strategic outcomes to shape the socio-economic aspirations for the medium term developed	Six Key Results Areas (KRAs) emerged 3 economic areas 3 social areas
Phase 2	61 Game Changers across 18 Focus Areas; 28 Social and 33 Economic	Assessment and prioritization of KRAs	Target levels of performance, strategies and detailed implementation plans developed	Gallery walk to showcase KRAs
Phase 3	Development and implementation of the Performance Management and Delivery Unit (PMDU)	Paradigm shift in the delivery culture of the public service		



The achievement of the envisioned national socio-economic transformation of Saint Lucia requires the formulation of a clear set of overarching guiding development pillars. These pillars should be crafted in such a way as to respond to the myriad of societal challenges facing the nation. They must be informed by the international and regional commitments and agreements to which Saint Lucia is signatory; and must factor the respective sectoral policy and strategy documents developed by the various line agencies. More importantly, once determined, these pillars must constitute the foundation of every national development planning document for Saint Lucia.

In 2015, cognizant of the global shift towards a sustainable development agenda which emphasizes People, Planet, Prosperity, Peace and Partnership, Saint Lucia embarked on the process of crafting a new set of development pillars that embody and localize this new global policy paradigm. As a result, using the Sustainable Development Goals framework as its anchor, seven (7) strategic development pillars were systematically developed for the country to support its medium and long-term socio-economic growth aspiration.



Building Productive Capacity and Expanding Growth Opportunities



Building Strong Institutions that are a platform for growth and development



Infrastructure, Connectivity, Energy - Key for Growth and Competitiveness



Adaptation for Environmental Sustainability, Climate Change & Disaster Vulnerability



Social Transformation, Building Social Resilience and Social Capital

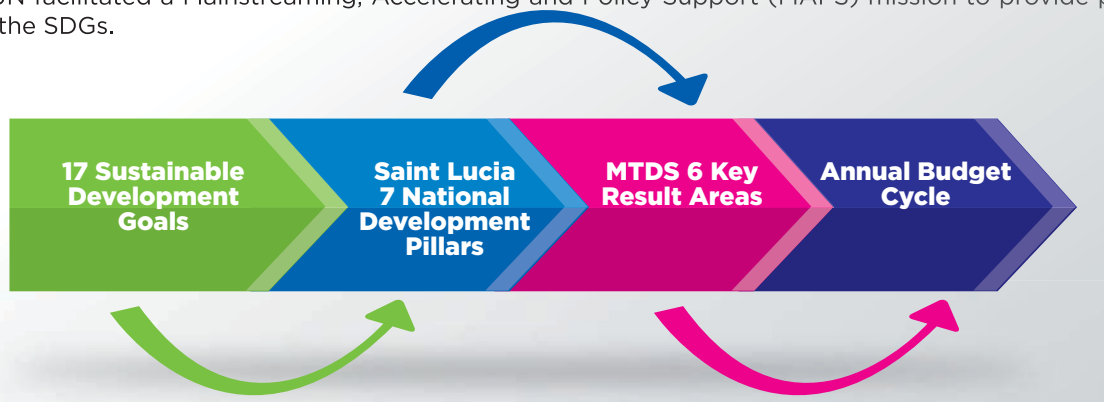


Enhancing Labour Force through Education, Training and Workforce Development



Health and Wellness

Cognizant of the urgent need to strategically align the national development pillars to achieve the global Sustainable Development Goals, Saint Lucia in 2017, sought the assistance of the United Nations Development Programme (UNDP). To this end, the UN facilitated a Mainstreaming, Accelerating and Policy Support (MAPS) mission to provide policy support to implement the SDGs.



The aligning of the development agenda to the SDGs allows for the integration of the associated targets and indicators into the monitoring and evaluation framework of the MTDS which will assist Saint Lucia in the periodic reporting on the progress through various mediums such as the Voluntary National Report (VNR) process, inter alia. It will also allow for a fair comparison of Saint Lucia's development progress against the international community.






**Social Transformation,
Building Social Resilience
and Social Capital**

- 1 NO POVERTY
- 2 ZERO HUNGER
- 3 GOOD HEALTH AND WELL-BEING
- 4 QUALITY EDUCATION
- 5 GENDER EQUALITY
- 6 CLEAN WATER AND SANITATION
- 8 DECENT WORK AND ECONOMIC GROWTH
- 10 REDUCED INEQUALITIES
- 16 PEACE, JUSTICE AND STRONG INSTITUTIONS
- 17 PARTNERSHIPS FOR THE GOALS



**Improving Health and
Wellness**

- 2 ZERO HUNGER
- 3 GOOD HEALTH AND WELL-BEING
- 11 SUSTAINABLE CITIES AND COMMUNITIES
- 14 LIFE BELOW WATER
- 15 LIFE ON LAND



**Enhancing the Labour Force
through Education Training
and Workforce Development**

- 4 QUALITY EDUCATION
- 5 GENDER EQUALITY
- 9 INDUSTRY INNOVATION AND INFRASTRUCTURE
- 17 PARTNERSHIPS FOR THE GOALS



**Infrastructure, Connectivity
and Energy - key for growth
and competitiveness**

- 6 CLEAN WATER AND SANITATION
- 7 AFFORDABLE AND CLEAN ENERGY
- 9 INDUSTRY INNOVATION AND INFRASTRUCTURE
- 11 SUSTAINABLE CITIES AND COMMUNITIES
- 17 PARTNERSHIPS FOR THE GOALS

Cross Cutting Thematic Development Areas

The MTDS incorporates four (4) cross cutting development areas that intersect with the six Key Result Areas, which are essential to the attainment of the level and quality of development Saint Lucia aspires to achieve. These cross cutting development areas are as follows:



**Productivity &
Economic
Competitiveness**



**Gender
Mainstreaming
& Social Protection**



**Disaster Risk
Management, Resilience
& Sustainable
Development**

Productivity and Economic Competitiveness



Saint Lucia must integrate competitiveness into its development strategies in order to achieve sustained growth and higher income levels, as well as economic and social resilience. Hence priority attention must be placed on key principles of competitiveness which focus on enabling the business environment, developing markets, human capital and innovation ecosystems. In line with the seven pillars for national development, the Government is currently formulating a National Competitiveness Agenda using SMART specialization methodology to provide a framework for the enhancement of productivity and competitiveness. The SMART agenda will promote entrepreneurial, technological and scientific specialization for investments within the private and public sectors with the aim of realizing comparative and competitive advantages for Saint Lucia in the global markets. To complement the National

Competitiveness Agenda, the Government commits to implementing the following over the medium term:

- 1. Greater efficiencies in the public service and appropriate infrastructure to foster productivity;**
- 2. Skills and human resource development to improve the supply dynamics of the labour market; and**
- 3. A robust export strategy that will target three main areas:**
 - Strengthened competitiveness of the business ecosystem to boost the creation of firms and MSME growth;**
 - Expansion of the national productive capacity and diversification of the export basket; and**



- **Increased trade that is environmentally friendly, with widely shared benefits.**

The goal of sustainable and inclusive growth requires a shift towards private sector-led growth. In Saint Lucia, Micro, Small and Medium Enterprises (MSME) dominate the private sector landscape, at least in terms of numbers, accounting for approximately 80 percent of the private sector. A profile of the business sector shows that services such as tourism, wholesale and retail trade, construction and financial intermediation activities are the predominant focus of the private sector. Therefore, creating an enabling environment for these businesses to thrive and the emergence of new economic sectors is an imperative for this MTDS, in its efforts at diversifying Saint Lucia's economy, as a means of mitigating sectoral concentration risk and achieving economic resilience.

To date, Saint Lucia has made significant progress towards creating an enabling environment to foster private sector development. The World Bank Ease of Doing Business Report 2019 ranked Saint Lucia 93rd globally and the best country in the OECS to do business; and second to Jamaica in CARICOM for the ease of doing business. Despite performing commendably when juxtaposed against regional counterparts, there remains a considerable number of reforms that are needed. These reforms will be pursued during the medium term to raise the international profile of Saint Lucia as the preferred place to do business and, by extension,

improve the country's ease of doing business. These include, but are not limited to, the approval of legislation in Security Interest in Movable Properties (Secured Transactions Bill) along with an accompanying online Security Registry. Although the public are able to file and pay their taxes online, a massive public relations campaign needs to be undertaken to encourage persons to take advantage of this facility.

Other reforms that will be addressed in the medium term include the modernization of the insolvency regime, implementing a Port Single Window, addressing minority shareholders and online access for registering a business. Further support for business reforms will be provided by the World Bank and Compete Caribbean Partnership Facility. These reforms will address many of the systemic issues that impede productivity, competitiveness and investment. It is envisaged that the reforms will further enhance the business environment in Saint Lucia.

The economic and political environment of Saint Lucia is relatively stable. The country consistently records good scores in the Worldwide Governance indicator; is signatory to thirty-two (32) active Exchange of Information Agreements with various countries, spearheaded by the Global Forum on Transparency and Exchange of Information for Tax Purposes. The ongoing business taxation reform project is expected to reduce complexity and increase transparency for businesses when complying with tax obligations, including the tax

incentives framework. The reform aims to engender a tax incentive regime that promotes competitiveness, simplicity and efficiency. This will inevitably shape the environment to attract investment. A number of Ministries and agencies, including Export Saint Lucia, Invest Saint Lucia, Department of Commerce, Department of Finance, and the Saint Lucia Development Bank, provide support services to investors. The support services offered include trade facilitation services, technical assistance and business development.

On the policy front, Saint Lucia has amplified efforts at strengthening the services sector with the introduction of a Services Sector Policy and Action Plan. The Policy and Action Plan is geared towards the advancement of four key Service Sectors: Creative Industries; Information and Communications Technology (ICT); Professional Services; and Spa and Wellness and has been endorsed by the Government.

Notwithstanding the progress made in supporting private sector development, a number of inherent challenges impede its advancement. Private sector operatives often cite the cost of doing business, limited access to finance, cost and supply of energy, transportation, an inadequately skilled workforce, high tax rates and the absence of clearly defined private sector strategy as amongst the most pressing challenges to confront the private sector development.

Although a national ICT strategy has been developed, the country is yet

to adopt a responsive E-Commerce legislation and policy to facilitate the effective functioning of the private sector in a fast-paced ICT and Digital Environment. Despite the prevailing challenges, the Government, over the medium term, will continue efforts at formulating the necessary policies and interventions that will provide the ideal conditions for the private sector to thrive, through the Digital Government Services Platform (Digi-Gov) initiative that will lead to greater efficiency in the supply of services to the population.

For example, a strategic roadmap has been established to support Government's modernization thrust through specific initiatives aligned with the overall national development goals of Saint Lucia. This would facilitate and directly accelerate the country's E-Government agenda to: Connect the People, Connect Business and Connect Government.

This initiative aims to offer thirty (30) government services via an online platform over the medium term. The

anticipated benefits to be derived from this initiative would translate into cost savings, and increased efficiencies. In addition, Government services and operations are expected to become more agile and responsive to the needs of citizens. The evolution of the project will focus on business process re-engineering, increased security, transparency and accountability and an incubating environment that fosters innovation and sustainable growth.

The financial system plays a central role in economic development, as it supports cross border transactions that are essential for international trade and economic output. As such, given Saint Lucia's current stage of development, there is urgent need to deepen the Financial Services Sector in order to support the continual improvement and productivity of economic agents. Hence, sustained economic growth of Saint Lucia is contingent on a sound and functional Financial Services Sector. The Financial Services Sector in Saint Lucia is largely dominated by commercial banking institutions, insurance companies and credit unions, complemented by a development bank and smaller microfinance institutions. It is regulated by the Financial Services Regulatory Authority (FSRA) which is responsible for licensing, supervising and regulating the operations of the sector.

The sector mobilizes national savings which are used to fund investment activities in key economic sectors, resulting in gross capital formation in addition to asset and wealth accumulation, which is a key ingredient for long-term economic growth. In addition, the provision of financial products and services, such as saving, investment and risk insurance instruments, along with the facilitation of payments for goods and services, all form part of the sector's contribution to overall national development.

Challenges Faced by the Financial Sector

- High level of non-performing loans;
- Tightening of regulations for the sector following the 2008 global financial crisis;
- High corporate taxes affecting profitability;
- Absence of a Bill of Sale Registry;
- Absence of a Credit Bureau Facility;
- Increase de-risking strategy implemented by Global Banks;
- High cost of lending; and
- High collateral requirements



The Government of Saint Lucia, cognizant of the vital contribution of the financial sector to inclusive growth, has embarked on a comprehensive set of reforms that will continue into the medium term. These reforms are geared at ensuring that private sector businesses and institutions have increased access to affordable financial products and services. Some of these reforms include:

- **Single Window Initiative**
- **Insolvency and Secured Transactions Reforms**
- **Establishment of a Credit Bureau**
- **Establishment of a Registry of Movable Assets and Secured Transactions Act**
- **Establishment of a Commercial Division of the Court**
- **Computerization of the Land Registry and Automation of the Database of Land**

Such reforms will invariably assist in remedying many of the market failures faced by the Financial Services Sector, which will redound to an increase in access to finance, ultimately resulting in an expansion and proliferation of Small and Medium Enterprises, creation of jobs and economic growth. Over the medium term, other factors such as digitization of payment method, new development in FINTECH and the proliferation of block chain technology are expected to increase financial access and a lowering of transaction cost. Further, the introduction of a Block-Chain Based Digital Currency by the Eastern Caribbean Central Bank is anticipated to be a game changer for the sector in the medium term.



Gender Mainstreaming and Social Protection



Saint Lucia conducted its third consecutive Country Poverty Assessment (CPA) in 2016. The assessment revealed that the poverty rate in Saint Lucia dropped to 25.0 percent of the population relative to 28.1 percent in 2006. Notwithstanding the decline, the assessment noted that due to the structural and intergenerational nature of poverty in Saint Lucia, over the past three decades poverty has averaged around 25 percent. It also points to a change in the poverty dynamics of Saint Lucia, with urban poverty increasing in prevalence on account of rural urban migration. The 2016 CPA also suggested that poverty was most concentrated in female-headed households with children under the age of five years.

Recognizing that economic growth on its own is not sufficient to lift poor and vulnerable households out of poverty, over this MTDS cycle, efforts at strengthening Saint Lucia's

Social Protection landscape will be broadly informed by the National Social Protection Policy and Social Protection Action Plan which were developed in 2009. The initiatives will focus on rationalizing the myriad of social programmes being provided across the various agencies, so as to ensure that the most in need are receiving the right mix and quantum of interventions to sustainably exit their poverty situation.

Rationalization of social protection services has the added benefit of reducing wastage and correcting for errors of inclusion and exclusion, which ultimately will improve the efficiency of social programmes. It is expected that, over time, members of poor households will progressively graduate out of social programmes, and on to a sustainable path of improved living standards.

Moreover, the social protection services will be strategically reformed to support the productive sector of the economy. The reform efforts will focus on building the human capital of poor and vulnerable households, creating avenues for their increased participation in the labour market with emphasis on technical and vocational skills, enhancing digital skills and supporting entrepreneurship.

Gender equality is recognized globally as a central and cross-cutting component of inclusive and sustainable development. The 2030 Agenda for Sustainable Development Declaration affirms that it is the responsibility of States to respect, protect and promote human rights. It recognizes that achieving gender equality and the empowerment of women and girls will make a crucial contribution to progress across all the goals and targets. The government, in pursuit of its national development objectives, employed a systematic approach to mainstream a gender perspective to affirm its commitment to achieving gender equality and the promotion of human rights.

Saint Lucia is signatory to several international and regional agreements that promote gender equality and the advancement of women, particularly the Convention on the Elimination of all Forms of Discrimination Against Women (CEDAW) and the Inter-American Convention on the Prevention, Punishment and Eradication of Violence against Women (Convention of Belém do Pará), the Beijing Declaration and Platform for Action and other regional instruments, particularly most recently the Montevideo Strategy and the CARICOM Regional Gender Strategy.



Gender mainstreaming will enhance the capacity of the Government of Saint Lucia to systematically address gender equality priorities in its planning and programming processes by taking into account the dimensions of women, men, girls and boys and the intersectionality of these dimensions at both the technical and managerial levels. It therefore promotes gender-responsive budgeting aligned to concrete nationally-determined gender equality goals.

Ensuring gender equality outcomes in national planning requires deliberate, systematic and ongoing capacity building for planners in all Ministries, Departments and Agencies (MDAs). Saint Lucia is currently undertaking a gender mainstreaming project which will:

a. Enable the development of a nationally-owned gender

mainstreaming strategy to support inclusion among all citizens;

b. Build capability in gender mainstreaming, budgeting and planning as part of the National Sustainable Development Plan and Saint Lucia's vision for inclusion; and

c. Prepare Saint Lucia's Ministries, Departments and Agencies to pivot towards a transparent and data-driven culture that utilizes gender analysis as part of medium-term development planning.

The outcomes of this project will prove beneficial towards Saint Lucia's efforts in achieving the SDGs, specifically goals 5 and 10. The institutional strengthening offered to the MDAs under this project will encourage the

use of a gender perspective in policy development, thereby ensuring the benefits of these policies and strategies are realized equitably among women, men, girls and boys. Cognizant of macro-socio-economic challenges resulting from the intersectionality of gender with other statuses, such as age, disability and economic status, the Government of Saint Lucia is committed to mainstreaming gender into its plans, processes and procedures to ensure full inclusivity of all sections of our society.

Over the medium term, the Government intends to develop gender-responsive policies and strategies such as mainstreaming gender-sensitive budgeting that will contribute towards an equitable labour market, reduced unemployment, safer communities and an overall improved socio-economic dynamic in the country.



Disaster Risk Management, Resilience and Sustainable Development

Saint Lucia has experienced increased frequency and intensity of natural hazard events which are associated with climate change. Natural hazard shocks create increased pressures on restricted fiscal space and resources and cause negative impacts on livelihoods. In light of the relevance of climate change to sustainable development, there has been a concerted effort to integrate resilience and adaptation in the national planning process.

Saint Lucia's integrated policy and legal framework in response to the climate change phenomenon includes, among others:

- **Climate Change Adaptation Policy,**
- **Nationally Determined Contribution,**
- **National Energy Transition Strategy,**
- **Nationally Appropriate Mitigation Action,**
- **National Adaptation Plan and Sectoral Adaptation Strategies and Action Plans,**
- **National Energy Policy and Sustainable Energy Plan,**

- **Climate Change Communications Strategy,**
- **Monitoring and Evaluation Plan and Roadmap, and**
- **Capacity Development Plan. The ban on the importation of selected plastic and polystyrene products took effect on August 1, 2019. These policy interventions serve as a platform for a more climate-sensitive national development agenda and will guide investment priorities for climate adaptation and mitigation actions.**

The country is a signatory to a number of international agreements that promote conservation and sustainable use of the environment resources. The acceptance of, and active participation in, the 2030 Agenda for Sustainable Development is testimony to the country's ongoing commitment to attaining a more viable and resilient Saint Lucia. The Cabinet of Ministers has appointed a Sustainable Development Goals National Coordinating Committee (SDGNCC), a multi-sectoral technical committee, to ensure adherence to the obligations of the Sustainable Development Goals (SDGs). The Cabinet of Ministers has also established a SDG Ministerial Sub-Committee with an aim of supporting

the work of the SDGNCC. Accordingly, the country continues to make progress in the achievement of the 17 SDGs.

In 2018 the Cabinet of Ministers endorsed the National Adaptation Plan (NAP) 2018-2028 as a symbol of the commitment of the policy directorate to the alignment of adaption planning across priority sectors and areas. The NAP is complemented by sector adaptation strategies and action plans. As at 2019, adaptation strategies and action plans have been completed for agriculture, water, fisheries, tourism and resilient ecosystems (marine and terrestrial). Further, efforts are underway to honour the commitment under the Paris Agreement to reduce greenhouse gas emissions through targets stipulated in the Nationally Determined Contribution (NDC).

The country is also forging ahead towards the elimination of harmful ozone-depleting substances and alternatives with High Global Warming Potential between 2020 and 2040. Additionally, an Integrated Chemicals and Waste Management Strategy will be developed and implemented with interventions to address pollution management/mitigation.



Notwithstanding the accomplishment to advance the sustainable development agenda, there is a need to strengthen institutional capacities to further propel this critical area. In this regard, environment management legislation is being formulated and systems have been established to strengthen decision making, gathering of data and information sharing. A notable achievement to date is a National Environmental Information System, designed to build capacity in Information Communication Technology (ICT), good governance and decision making, which will be linked to the Government of Saint Lucia's Open Data portal to reduce duplication and enhance efficiencies. Although the country is eligible for financial support from various development partners, there is a need for a sustained, efficient and effective mechanism to mobilize resources for environmental matters and development objectives. The country has made appropriate strides to address systemic issues that will promote the maximization of funds available for climate resilience and adaptation measures. Additionally, the Saint Lucia National Conservation Fund and the Climate Adaptation

Financing Facility (CAFF) form part of the strategic efforts to build resilience in the country's systems and promote investment in adaptation and mitigation initiatives. The country is also in the process of finalizing its Climate Financing Strategy and Private Sector Engagement Strategy that are expected to support the climate finance access effort.

Saint Lucia recognizes and embraces the value of public education and sensitization in sustainable development. Hence in September 2018, it was among the first group of countries to sign Principle 10 and the Escazú Agreement on the Access to Information, Public Participation and Justice in Environmental Matters in Latin America and the Caribbean. This demonstrates the dedication to the integration of information and transparency in decision making and the role of the public in ensuring the quality of the state of their environment. Continued effort will be made to keep the public informed, educated and sensitized to build stewardship in environmental management. In addition to making advancements in the areas articulated in the foregoing, a few key areas are highlighted below: Biodiversity Management: Saint Lucia

is preparing to ratify the Nagoya Protocol on Access to Genetic Resources and the Fair and Equitable Sharing of Benefits Derived from their utilisation. This international treaty provides legal certainty to the holders of genetic resources and provides clear guidelines for parties wishing to access these resources, e.g. researchers, libraries, pharmaceutical and cosmetic companies, and bioprospectors.

Blue Economy and Coastal Zone: Coastal and marine resources are integral to the achievement of the objectives defined for the economic sectors of the KRAs. The ocean has potential for the realization of Sustainable Development Goals. The KRA contemplates the advancement of the "Life Below Water" principles articulated in SDG 14. Hence, appropriate interventions will be developed to fully explore and maximize the opportunities in the blue economy.

Science, Technology, Research and Innovation: Effective application of science, technology, research and innovation in support of national socio-economic development and environmental management across sectors is essential.



Energy

Energy is intricately intertwined with economic and social development. The global thrust towards cleaner, more affordable energy, as articulated by SDG 7, and technology is largely driven by efforts to combat anthropogenic-induced climate change and the consequential need for decreasing global greenhouse gas emissions. The island is signatory to a number of multilateral environmental agreements including the Paris Climate Agreement and, as such, has set renewable energy targets of 35 percent by 2025 and 50 percent within the energy matrix by 2030.

Saint Lucia satisfies the demand for energy primarily through imported refined petroleum products. The dependence on imported fossil fuel has significant implications for the country's socio-economic and physical environments. The generation of electricity and transportation are

the sectors with the highest demand for energy. The reliance on a source of energy that contravenes development goals exposes the country to the vagaries of market trends in energy and the concomitant effect on overall economic and social resilience. This underscores the need for achieving energy independence and energy security through, inter alia, increased use of indigenous renewable energy resources which is a stated policy position of the Government.

Legislation has been introduced establishing a multi-sector utilities regulator, the National Utilities Regulatory Commission (NURC), which is charged with the responsibility of promoting economy and efficiency within the energy sector through economic and technical regulation measures. This is accompanied by additional legislation to unbundle renewable energy generation. The recently endorsed National Energy Transition Strategy (NETS) presents a roadmap for achieving significant

renewable energy penetration at least cost, through investments in solar, wind and geothermal energy in concert with energy efficiency measures, battery storage and diesel generation to hedge against oil price volatility while achieving price stability and system reliability. On the transportation side, the government is keen on leading by example and has completed the readiness phase of the Fleet Transition Strategy and has integrated three full electric vehicles into the government fleet.

Consequently, the Government has embarked upon initiatives geared towards harnessing wind, solar power and geothermal energy as alternative sources of energy for electricity generation. Over the medium to long term it is envisaged that the country will continue to make strides to improve energy independence. This is necessary to improve the country's social and economic resilience.

Water Resource Management

Water resources play a key role in sustaining overall economic development. The island's water resources are extremely susceptible to the impacts of climate change and climate variability. Adverse effects of these shocks immediately impacts and hinders the progress of key economic and social sectors. The legal and institutional framework for water resources management in Saint Lucia is guided by the Water and Sewerage Act of 2008, the National Utilities Regulatory Commission Act 2016, the creation of the Water Resources Management Agency (WRMA) in 2009 and the National Utilities Regulatory Commission (NURC) in 2016. The island recently completed a National Policy and Wastewater Management Plan in 2017 and the Sectoral and Strategic Action Plan (SASAP) for Water in 2018. The WRMA is responsible for protection and allocation of water resources; the Forestry Department oversees watershed management and the Water and Sewerage Company (WASCO), is responsible for water supply and sewerage/waste water services.

Some of the challenges facing the water and waste water sector include:



- **Adverse impacts of natural events - hurricanes, droughts**
- **Aged damaged water sector infrastructure**
- **Increased population and settlement expansions**
- **Lack of information on water sector systems**
- **Deforestation/soil erosion/land degradation**
- **Inadequate institutional and regulatory capacity**
- **Absence of implemented water and land use policy.**
- **Waste water treatment is inadequate. There is an absence of waste water management in most communities. Castries is served by only a waste water collection system which discharges raw sewage into the marine environment.**
- **There is no legislation specifically requiring generators of waste water to conduct routine testing and water quality monitoring.**

- **Grey water discharged into open drains leads into water courses and the marine environment.**
- **In parts of the island, industrial waste water is either partially treated and discharged into a natural water course or untreated and discharged into open drains. This pollution ends up on the coast, often near villages and towns, causing severe environmental problems.**
- **Towns at sea level - Part of Castries and most of the coastal towns/villages are at, or under, sea level. This location has serious implications for waste water management. The hydrogeology conditions with a high-water table make these zones unsuitable for septic tank and soakaway absorption systems.**
- **Livestock farms manure and liquid waste management - The poor management by farmers of the actual manure and liquid waste, as well as the location of a few farms above WASCO's drinking water intakes, make this sector a key challenge.**
- **Environmental and human health risk - Poor sanitation practices directly expose users to faecal**

pathogens.

- * **Climate change resilience requirements - Wastewater management facilities and works must be located and designed in ways that minimize their vulnerability to natural hazards**
- **Regulation and enforcement - The regulation of wastewater management is limited and poorly coordinated.**
- **Communication, advocacy and technical support - Technical support is needed at all levels, from households to industries, to choose and build adequate sanitation systems.**

Over the medium term Government will seek to:

- **Review, approve and implement the Water Policy**
- **Review, approve and implement the Waste Water Policy**
- **Strengthen the Water Resources Management Agency**
- **Identify suitable locations for waste water treatment facilities**

Solid Waste Management

Effective management of waste remains an environmental challenge for Saint Lucia due to its limited capacity to provide landfill sites, and difficulties in the collection, disposal and overall management of waste. Inadequate solid waste management services and poor waste management practices can have negative impacts on public health and the environment. Poor waste management has the capacity to compromise national development.

Hence, innovative solutions to address this critical area are a priority for Government.

The Saint Lucia Solid Waste Management Authority (SLSWMA), established in 1996, is the central agency that oversees the management of solid waste on island. The SLSWMA manages two solid waste facilities which are run on the principles of sanitary landfill operations; Deglors for

the north and Vieux Fort Solid Waste Management facility for the south of the island.

Some of the main challenges facing the sector include, but are not limited to:

- **Inadequate final disposal facilities**
- **Inadequate waste disposal rates**



- **Insufficient financial resources to manage solid waste programmes**
- **Inability to deal with additional waste after disasters**
- **Inability to deal with new waste e.g. e-waste**

Over the medium term the focus will be on:

- **Strengthening the policy, legislative and institutional frameworks for solid waste management**
- **The identification of new waste management technologies and their supporting facilities**
- **Identification and implementation of alternative uses for solid waste (re-use, recycling, composting)**
- **Identification and development of a sustainable financing mechanism for solid waste management**
- **Development of an improved collection methodology**
- **Enhancing stakeholder communication, engagement and participation.**

Disaster Risk Management

Disasters resulting from natural hazards represent a significant challenge for Saint Lucia's fiscal sustainability and stability. In addition to long-term impacts on economic and social development in Saint Lucia, disasters also increase the country's sovereign debt, as more loans are borrowed to finance unplanned post-disaster expenditures. The Government of Saint Lucia recognizes the importance of mitigating these events and has taken several steps to mainstream disaster risk management into its policy and programmes. This is supported by legislation such as the Disaster Management Act and National Emergency Management Plan. This legislative framework complements targeted interventions to develop, test and implement adequate measures to protect the population of Saint Lucia from the physical, social, environmental and economic effects of disasters.

Natural disasters increase the pressures on Government's constricted fiscal space. They have the potential to cause major deviations from planned annual expenditure and increase in sovereign debt. Hence, the management of disaster risks presents a significant policy challenge for Government. Understanding the exigency of reducing fiscal and physical risks to disasters, Government is committed to developing strategies for reducing its contingent liabilities in relation to disasters and to managing the fiscal risk resulting from these events.

The GOSL, on April 23, 2018, approved the Disaster Risk Financing Strategy. The primary objective of the Strategy is to strengthen the ability of Government to assess, reduce and manage fiscal risk due to natural disasters. The GOSL has identified three development goals in managing the fiscal impact of natural disasters in order to build resilience today to secure our future by measurably and strategically reducing fiscal disaster risk by 2030 and beyond:

- **Maintain a sound fiscal position at the national government level, necessary to support long-term rehabilitation and reconstruction needs and to minimize interruptions in ongoing development and disaster risk reduction plans;**
 - **Develop cost-effective and accessible financing mechanisms for immediate liquidity that can be channelled rapidly to prioritized institutions and sectors; and**
 - **Reduce the impact of natural disasters on Saint Lucia's people and businesses, specifically focusing on the modernizing social safety nets for the poorest and most vulnerable, necessary for interrupting the cycle of poverty and protecting development gains at the individual, community and national level.**
- The Department of Finance, in its thrust, will focus on these four (4) strategic priority areas to support these MTDS developmental goals:**
- **Strengthen data collection and management to encourage evidence-based decision making on prioritization of post-disaster expenditures, resilience activities and optimization of financial instruments;**
 - **Strengthen public financial management related to natural disasters to foster the legal and administrative environment necessary for international best practices in disaster risk financing;**
 - **Improve fiscal protection and timely access to financing of post-disaster emergency response and recovery needs through financial instruments including risk retention and risk transfer instruments, optimized to cover low, middle and high risk levels. This includes social safety nets for low-income households affected by disasters; and**
 - **Increase collaboration with the private sector to improve availability and affordability of catastrophe risk insurance products.**



Development Strategy for the Medium Term

The Medium Term Development Strategy (MTDS) outlines the Government of Saint Lucia's roadmap to grow the economy by 4.6 percent annually over the next four years (2020-2023). The focus of the strategy is to improve the overall macro-economic position of the country. More specifically, the strategy will contribute to the enhancement of socio-economic conditions in Saint Lucia resulting in increased private investment, job creation and trade balance. Additionally, it will encourage investments in the social sectors which will enhance the overall quality of life of citizens over the medium term, and consequently increase the Human Development Index (HDI) of the country.

The GOSL is committed to breaking the vicious cycle of stagnant economic growth, high unemployment, increasing debt and unsatisfactory social outcomes. Hence, the MTDS forms part of a concerted effort to develop innovative methodologies to transform Saint Lucia into an economy that is viable, competitive and resilient.

The MTDS is anchored on the six (6) Key Result Areas (KRAs) which have been identified as the main drivers

through which the medium-term goal of sustainable and inclusive growth will be achieved. The KRAs include three Economic sectors: tourism, agriculture and infrastructure, and three Social sectors: healthcare, education and citizen security. The goals of the six KRAs are:

a. To increase Tourism arrivals and receipts;

b. To improve Agriculture output and export;

c. To provide resilient infrastructure to support socio-economic development;

d. To increase the provision of affordable and quality Healthcare;

e. To improve the quality of Education and improve the education pathways; and

f. To reduce the crime rate and improve the judicial system.

The strategies within the KRAs are designed to:

a. Stimulate economic activity and generate employment

opportunities;

b. Increase private sector-led investment;

c. Strengthen human capital, reduce poverty and increase the standard of living;

d. Enhance productivity, increase export earnings and reduce the import bill;

e. Increase access to affordable, quality healthcare; and

f. Provide a safe and secure environment.

The achievement of the targets outlined in the MTDS requires ownership and participation by all stakeholders. In addition, there must be a strategic shift to prioritize budgetary allocation to realize the aspirations of the KRAs over the medium term.

Key Result Areas

The Key Result Area (KRA) model adopted in the MTDS represents the specific parameters necessary to accomplish the stipulated goals within the medium term. The vagaries of the global economy and its concomitant impact on the fiscal environment forces small developing states like Saint Lucia to optimize limited human and financial resources towards maximum results.

The KRA methodology will engender a results-oriented culture, in addition to promoting a structured and harmonized approach to development

planning. This modality will guide the policy decisions related to the investment options that will ultimately be included in the Public Sector Investment Programme (PSIP). The KRAs that underpin the MTDS generate the roadmap to achieve the economic transformation necessary to influence the current socio-economic landscape. The KRAs are interwoven in a manner that provides the appropriate balance between economic and social sectors. The economic and social sectors converge to address critical short-term development issues. Consequently, they serve as the platform to guide the prioritization of "game changer"

projects.

This approach provides a clear framework to select targets over the medium term that ensures the country finds and maintains its true north along its development path. These KRAs delineate the distinct deliverables that guide the performance of implementing agencies to ensure alignment with strategic development goals. Implementing agencies will provide the institutional support necessary to advance operational objectives and the key drivers of success contemplated in the KRA model.

Agriculture

A robust Agricultural sector is foundational to the fulfilment of any country's national development priorities. The sector plays a vital role in sustaining the livelihoods of rural communities for which farming remains an important economic activity, whilst also generating local employment. It contributes to the competitiveness of the local tourism product as the consumption of local foods is recognized as an essential component to the tourist experience. The strengthening of linkages to other key economic sectors, namely Tourism and Manufacturing, can enhance the prominence of the sector in Saint Lucia's overall development agenda. In light of the sector's relevance to Sustainable Development Goals, and the exposure of the sector to climate change and climate variability, a Sectoral Adaptation Strategy and Action Plan that promotes climate-smart agricultural practices has been developed to improve climate resilience.

Saint Lucia's Agriculture, Forestry and Livestock sectors contributed an estimated EC\$68 million or 1.9 percent to the economy in 2018. Although the sector recorded a 5.8 percent increase over the 2017 to 2018 period, growth within the sector has been on the decline from 2008. The weakening of the sector is attributed to loss of preferential trade, competitive and comparative advantages, and devastating impacts of climatic shocks. The resultant impact is the contraction in the production of crops (mainly bananas) and livestock which has invariably increased the vulnerability of food security. Additionally, the island is highly dependent on imported foods. In 2018 the food import bill was estimated at EC\$367 million, 87 percent of which was processed foods not readily available on the island. One consequence of this dependence is the nutritional shift from diets based on locally grown fruits and vegetables to one based on highly processed foods and beverages. As a result, Saint Lucia, like many of its Caribbean counterparts, is experiencing a rise in chronic non-communicable diseases. This increase poses a huge burden on the health system. Further, issues associated with high food import costs adversely affect macro-economic indicators such as balance of trade, foreign exchange and inflation.

The sector is well placed to address the issues surrounding the health system as well as exploring niche markets which can aid in the country's diversification efforts. Through the implementation of the food production action plan, coupled with a robust marketing campaign on the benefits of eating local, healthy foods and value-added/agro processing in the selected crops, the sector can ensure reliability of supply and demand.

The integration of information technology is central to the realization of the key goals for the sector. In this regard the Ministry of Agriculture has embarked upon the following initiatives to advance the sector:

- Morocco Soil Fertility Mapping project, which includes the development of a soil fertility expert system which also focuses on enhancing technical capacity of farmers and extension officers;
- Agriculture Resource Information System (ARIS) for undertaking data collection (for crop monitoring) and farmer profiling. The system is supported by the work of extension officers who would be utilizing electronic devices to input data;
- G.I.S for bananas is utilized to map out location of banana fields and track pest and diseases;
- Management Information System is used to capture data from markets/hotels to aid in proper analysis for decision making. The establishment of a media platform is expected to improve the relationship between farmers and buyers.

The youth plays a critical role in social and economic development of a country. With the aging farmer population, creative and innovative measures must be in place to ensure the survival of the sector. As such, more awareness should be created among the youth about new technologies for adoption in the agriculture field.

Some of the other challenges facing the sector include:

- a) Limited contiguous agricultural land due to mountainous topography.
- b) Continuous change in land use away from Agriculture, particularly in

critical valley areas such as Roseau, Cul de Sac. This has resulted in loss of significant tracts of arable lands.

- c) Lack of crop diversification. The island depends highly on banana production and exports. Crop diversification has been limited due to adverse weather events, poor youth participation and limited land for alternative agriculture.
- d) Limited technical capacity as a result of exiting of skilled personnel within the sector. This resulted in limited diagnostics to inform actions for increased productivity.
- e) The absence of Sanitary and Phytosanitary (SPS) enforcement which exposes food-related health risks to local consumers and prevents greater market access for local producers and exporters.
- f) Inadequate managerial acuity to effectively manage farms. Production is not correlated to consumption patterns, which results in frequent periods of gluts and scarcity. This is compounded by limited access to finance, high costs of agriculture inputs and shipping, weak labour market, marketing opportunities and integration of technology in farming practices.
- g) High risk of praedial larceny.

These systemic issues have contributed to a steady decline in output and have further influenced the decline in investment in the sector. With local agriculture on the decline, the consequence has been increasing inflows of imported foods.









Medium Term Aspirations

The Government, mindful of the sector potential and challenges, aims to:

- Enhance its food and nutrition security;
- Expand the diversification of economic crops;
- Increase export revenue from agriculture;
- Improve self-sufficiency in selected locally grown crops .

Contributing to economic growth through enhancing value-added in agriculture and fisheries

Expansion of Production Capacity		Improved Legislative Environment		Increased Exports	
Increase production of meats and poultry	Increase in Food Crop Production	Enforcement of Sanitary and Phytosanitary (SPS) Legislation	Increase Effectiveness of Praedial Larceny Unit	Increased exports of bananas	Increased exports of cocoa
					
<p>La Caye Meat Processing Facility Established</p> <p>Eradication of Tropical Bont Tick Programme</p> <p>Establishment of Agricultural Station for Livestock in Micoud</p>	<p>Expansion of Food Crop Production targeting 7 crops (sweet pepper, cantaloupe, pineapple, cabbage lettuce</p> <p>Morocco Soil Fertility Mapping Project</p> <p>Rehabilitation of Tissue Culture Facility</p>	<p>Enactment of SPS Legislation</p>	<p>Increase speed of response of officers through decentralization</p> <p>Improve detection system through completion of Farmer ID programme</p>	<p>Rehabilitate and expand banana farms under the Banana Improvement project</p> <p>Establish new access market with French</p> <p>Launch of marketing campaign in UK Supermarkets</p> <p>Addressing cost of production and reliability of Supply</p>	<p>Rehabilitate and expand cocoa farms;</p> <p>Secure market for export of cocoa beans;</p> <p>Develop the value added cocoa industry for exports. Increase value of cocoa exports</p>



Infrastructure

Infrastructure, that is, Transport, Water, Electricity, Sanitation and Telecommunications Services, is vital to the improvement of welfare, quality of life of citizens and, by extension, overall economic development. Hence, quality physical infrastructure facilitates the movement of labour, the optimal functioning of economic agents. Investment in infrastructure serves as a stimulus that can promote growth, support forward socio-economic planning and simultaneously acts as an accelerator to the attainment of the Sustainable Development Goals. The Government of Saint Lucia understands that provision of adequate infrastructure supports productivity and competitiveness and, as such, it is a medium-term imperative to build new and upgrade the existing aging stock of infrastructure.

Road Infrastructure

Road infrastructure is the centric artery that connects social and economic agents. In light of its relevance, investment in road infrastructure has the potential to stimulate economic growth, promote the competitiveness of economic sectors and enhance the economy's productive capacities. However, Saint Lucia is confronted with both an infrastructure and financing gap which is further compounded by the realities of climate change, natural

disasters and increased urbanization, inter alia. As a consequence, there are mounting fiscal pressures to source additional resources to build infrastructure that is resilient and climate smart and which will support the systematic urbanization. This has caused the Government to make a deliberate effort to incorporate climate resilience measures to improve the sustainability of the country's infrastructure.

The condition of the current stock of infrastructure i.e. roads, seaports and airports can be generally characterized as: poor road conditions, lack of connectivity and capacity. The expansion of commerce and business activities, coupled with the simultaneous increase in population, exerts immense pressure on the existing national infrastructure. Hence, strategic focus in the medium term is placed on the provision of motorable roads, improvements in road safety and resilient infrastructure, which are necessary to foster economic expansion.

Saint Lucia's road network, classified as national, secondary and collector roads, totals 641 km. According to the International Roughness Index (IRI), more than 50 percent of the total road network is categorized as "poor" and "very poor". This has contributed to issues such as traffic congestion, accidents, and high vehicle and road

maintenance cost. National roads provide critical access to social structures and economic hubs. Thus any impairment to the functioning of the major road networks has implications for travel time and maintenance cost, in addition to broader negative effects on national productivity.

The poor condition of the road infrastructure is also compounded by the debilitating effects of recent climatic shocks such as Hurricane Tomas. As a consequence, the demand for improved infrastructural development places significant strain on the country's limited fiscal space. Due to the increase in natural disasters, the Government has nearly tripled the amount of disaster recovery spending over the last five years.

Seaport Infrastructure

The increase in trade and the concomitant rise in containerized traffic has implications for operational efficiencies for the seaport. According to the World Trade Organization (WTO) World Trade Report (2015), trade costs are among the fundamental factors shaping the evolution of trade but are particularly high among developing countries. The Trade Facilitation Agreement (TFA) is a key mechanism designed to boost global trade. Hence, developing countries, such as Saint Lucia, are expected to maximize the benefits associated with the full



implementation of the TFA.

Cargo trade makes a significant contribution to the socio-economic development of the country. The transport and storage sector is categorized as the fourth largest GDP generator. The sector contributed 10.3 percent to GDP (EC\$452.3 million). The sector has realized relatively modest growth over the last five years at 4.0 percent. A total of 4,123 persons (3.8 percent of the workforce) is employed in this sector. The maritime subsectors joint contribution to GDP between 2016 and 2017 increased marginally by 0.1 percent.

There are two major ports on the island that handle the importation of all goods. The Saint Lucia Air and Sea Ports Authority (SLASPA) is the responsible agency for port operations in Saint Lucia. Port Castries is a multipurpose port which handles cargo, cruise and ferry operations, whereas Port Vieux Fort is solely outfitted for cargo operations. Current cargo berth facilities at Port Castries are aged and require significant investment for rehabilitation. Since 2013 Port Vieux Fort has witnessed a significant decrease in cargo activities due to a myriad of mitigating factors, some of which are the aged cargo handling equipment and reliability issues associated with the ship-to-shore crane. Prior to the emergence of these operational deficiencies,

which negatively impacted the level of activities, the port was experiencing the highest annual volume of throughput since 1996. The significant reduction in overall efficiency has implications for cost of doing business at the port. Saint Lucia is a net importer of goods, hence it is critical that the operations of the ports are of the highest quality to ensure efficiency and effectiveness of service.

The performance of the cargo ports is intricately linked to the country's capacity to realize the Sustainable Development Goals. This sector facilitates the performance of key engines of economic growth such as tourism, construction, wholesale and retail, manufacturing and agriculture. These five sectors account for 27.5 percent of the country's total GDP. The sector has been characterized as a key enabler to unlocking growth. The Trade Facilitation Agreement (TFA) of the WTO, a milestone in global trading systems, signals a new phase of trade facilitation reforms for WTO members. Based on the assessment of the impact of the full implementation of the TFA, Saint Lucia, like other developing countries, is expected to realize gains from increases in exports and GDP. The maximization of the benefits of the TFA necessitates fulfilment of the country's obligations under this Agreement.

Trade Facilitation measures and reforms will result in a reduction in transaction costs and the complexities of conducting international trade and cross-border business; minimize delays in cross-border procedures; simplify processes and procedures and thus significantly improve the trading environment. This will result in improved transparency, predictability of trade regulations and processes and a simplified framework for conducting both domestic and international trade. Additionally, the Government has achieved results associated with enhanced controls, improved security and better risk management systems at the border plus more effective and efficient deployment of human and financial resources; this may boost revenue yields due to higher trade volumes and help to accelerate economic growth and attract more foreign direct investment.

Saint Lucia's cruise calls have fluctuated over the decade and have fallen behind popular regional ports such as Nassau and Bridgetown. Only 3 percent of the total cruise calling at Saint Lucia's port were homeporting, signalling the need to upgrade port and landside infrastructure and product offering. As aforementioned, Port Castries is a multipurpose port and the norm is for priority berthing to be given to cruise vessels. This policy, which coincidentally is prevalent in regional ports, has an adverse impact



on the operations of containerized cargo vessels, as such vessels must wait for the departure of cruise ships to commence their operations. At the Castries seaport, the situation is exacerbated by accompanying operational deficiencies such as the existence of an antiquated stevedoring model, lack of an effective schedule to facilitate the simultaneous operations of cruise and container vessels within established business hours, and limited availability of equipment.

The restricted capacity of the port has implications for investment and competitiveness as it increases the cost of doing business in Saint. Lucia. This has significant ramifications for the country's ease of doing business ranking.

Airport Infrastructure

Airports are part of the infrastructure that connects the country to the rest of the world. Hence, they promote

economic activities by acting as a facilitator of commerce, tourism (business and leisure) and employment generation, consequently catalyzing socio-economic development. Thus the country's airports form part of its national strategic assets.

There are two airports on the island with Hewanorra International Airport (HIA) operating as the main port of entrance, servicing mainly international travel, while George F.L. Charles Airport situated in the north of the island is used as the intra-regional travel hub. Both airports are located along the coastline, making them very susceptible to hydrometeorological hazards and sea level rise. As a result, the emergence of any natural hazard poses serious threat of structural damage, as well as airport closure, resulting in loss of productivity. One such incident worthy of note is the 2013 Christmas Eve Trough which caused the suspension of HIA for two days. Consequently, disruptions in

the interoperability of both airports for any period of time has significant implications for the tourism industry and overall economic growth. This underscores the pressing need for climate-resilient measures to be integrated in the operations of both facilities

At present 63 percent of the flights into Saint Lucia are from the United States, followed by Barbados and Trinidad and Tobago. The HIA facility is currently operating above its original built capacity of 500,000 passenger arrivals per annum. Passenger arrivals are estimated to reach one million by 2022. This underscores the need to improve the infrastructure to facilitate increased demand. The limited avenues for connectivity and restricted capacity of the airports undermines the competitiveness of the tourism sector which is a key engine of growth.

Medium Term Aspirations

The vision of the Government is to enhance the infrastructure sector to enable it to support Saint Lucia's economic activities in tourism, agriculture, retail and trade.

Enhanced infrastructure to support Saint Lucia's Economic and Social Development

Improvement and development of high quality infrastructure

Improved road network and connectivity



1. Reconstruction and rehabilitation of secondary and collector roads
2. Rehabilitation of Millennium Highway and West Coast Road
3. Agriculture Feeder Roads Phase II
4. Cul de Sac Round about
5. Bridges in the Cul de Sac Basin

Improved Traffic Flow



1. Improvement of Road Accidents Process
2. Designated Junctions Traffic Control Pilot Project
3. Pedestrian Crossings Improvement Pilot Project
4. Road Safety Public Awareness Programme

Enhanced conditions of Airport and Seaport Infrastructure



1. Re-development of Cargo and Container Terminal at Cul de Sac & Upgrade of Facilities for Cruise Tourism at Port Castries
2. Development of Vieux Fort Cruise Port
3. Redevelopment of Hewanorra International Airport



Tourism

The local tourism industry receives international accolades for its performance. Since the mid-1990s the sector has been recognized as the key contributor to Gross Domestic Product (GDP), and the country's main foreign exchange earner. Over the five-year period 2013-2017 the sector saw a Cumulative Average Growth Rate (CAGR) of 3.0 per cent annually, which makes it the fastest growing sector among other Eastern Caribbean countries. The Hotel and Restaurant sector accounted for 9.3 percent of GDP in 2018, a growth of 4.3 percent above the previous year. Tourism also continues to be one of the main contributors to the country's overall employment rate with 11.2 percent, or 12,242 jobs. This solidifies the industry's prominence as a significant engine of economic growth in Saint Lucia. The key sectors that support the performance of the industry are: accommodation, tourism transportation and excursions.

The industry has seen robust growth over the past five (5) years in both tourist arrivals and receipts. For the year 2018 Saint Lucia recorded stay-over arrivals of 394,780, representing an increase of 2.2 percent when compared to 2017. By the year 2022 it is expected that the travel and tourism industry will realize increased tourist arrivals, to 540,700, and increased GDP contribution, to EC\$1,935 million; attract investments of EC\$3.5 billion and create 4,016 additional job opportunities.

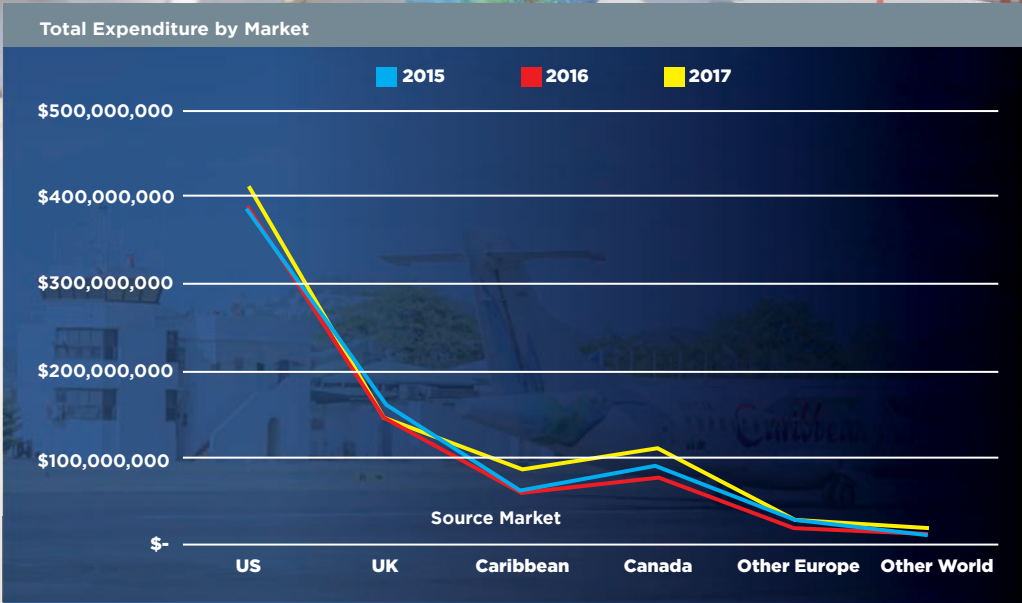
Notwithstanding these positive trends, the sector has been experiencing



challenges which hinder its ability to realize its revenue earning potential. This can be attributed to systemic issues in the local tourism value chain and influential external market factors.

In 2018 the Saint Lucia Tourism Authority (SLTA) announced a 2.24 percent increase in international tourist arrivals. Market and social trends influence consequential transformation in the nature of demand and supply in the travel and tourism industry. The sharing economy and ICT serve as catalysts for the continued evolution and diversification of the industry. In light of the dynamic nature of the industry, Saint Lucia is compelled to design targeted strategic initiatives to address gaps within its value chain to provide a competitive and sustainable tourism product. Product diversity, quality issues, safety and security are key limiting factors to competitiveness.

The Tourism Incentives Act and the Tourism Stimulus and Investment Act are the principal instruments used to attract investment in the industry. The significant subsidies offered to facilitate the advancement of the industry represent an increased demand on the restricted fiscal environment. The Ministry of Tourism is acutely aware of the transformative changes in the tourism investment landscape and the corresponding need for responsive policies and legislation. To this end, the Ministry has given priority to the development of a comprehensive strategic plan, revision of the policy and legislative frameworks for the industry. This, complemented by focused attention to strengthen the institutional capacity, forge strategic partnerships and establish linkages within the industry to respond to prevailing realities and to achieve policy objectives.



Source: Saint Lucia Tourism Authority



Source: Saint Lucia Tourism Authority

Medium Term Aspirations

As a key economic pillar for future growth, the strategic intent is to re-engineer the tourism industry to capitalize on its full revenue earning capacity. The objectives will therefore seek to:

- a. Increase stay-over tourist arrivals from 386,000 in 2017 to 541,000 by 2022;
- b. Increase GDP contribution to EC\$1,935 million by 2022; and
- c. Create 4,016 jobs by 2022.

Government intends to achieve these objectives by:

- a. Introducing high impact tourism products through the expansion of accommodations, rejuvenation of iconic sites and the introduction of a luxury aviation facility;
- b. Diversifying product offering through the introduction of wellness tourism and ecotourism; and
- c. Increasing flight and sea connectivity from key markets in addition to reducing immigration processing time at the ferry terminal.

To increase competitiveness of tourism product

Product Development and Enhancement



Development of world-class integrated tourism resort
Development and expansion of accommodation projects
Rejuvenation of iconic sites
Reduce ferry immigration processing time

Diversification of Product Offerings



Development of Ecotourism
Development of "village tourism" concept

Investment Facilitation



Improvement of investment regime and administrative process (reduction in process time for approval of incentives and licenses).

Reforming the institutional framework for governance of sector

Improve Tourism revenue



Increase stay over tourist arrivals

Increase non-accommodation spend per stay-over tourist arrivals

Increase number of inbound airlift



Citizen Security

Crime and social violence has arguably emerged as the most pressing societal issue with which Saint Lucia, and the Caribbean region, is presently confronted, surpassing economic growth, health and poverty eradication concerns. As a result, a failure to expeditiously address criminal activity in Saint Lucia threatens to undermine most, if not all, of the country's development efforts. It is widely accepted that effective crime prevention and control initiatives can limit the prevalence of crime, which represents an important precondition for sustainable development.

A deeply entrenched culture of crime and social violence has the potential to inflict significant cost on a society and an economy, exhibited in both overt and covert channels. Widespread violent criminal activity erodes confidence in the future development outlook of a country and the overall investment climate. Invariably, a compromised investment climate weakens prospects for securing new investments, resulting in the loss of much needed capital injection. Moreover, crime reduces the overall competitiveness of a country, industries and firms, by imposing onerous security cost which otherwise would have been allocated to more productive uses, such as research, innovation and product development.

Further, by engendering an atmosphere of insecurity among the citizenry, crime may lead to the loss of human capital via outward migration of a skilled and educated labour force. In addition, crime leads to injury and loss of human life, which has substantial social and welfare cost, quantified in terms of victim trauma, erosion of social cohesion and the suboptimal use of human capital through incarcerations. Added to that, a significant share of public resources is now being diverted to national security, correctional services and the judiciary. A concerning development issue is that the youth demographic group is largely both victims and perpetrators of crime. Apart from having the immediate short-term impacts on public resources, crime

also has long-lasting implications for future economic growth.

Crime Situation in Saint Lucia

Although the crime rate has decreased in 2018/2019, over the past few years, Saint Lucia has been beset by an unprecedented rise in the rate of crime and violence. The United Nations Development Programme (UNDP) report states that Caribbean nations, such as Saint Lucia, "lack the infrastructure and capacity to respond effectively to street gangs and organized crime" (United Nations 2012). This is also as a result of unplanned developments in the country which enable criminal activity. In 2017 a Royal Saint Lucia Police Force (RSLPF) Weekly Crime Report indicated that 81 percent of serious crime in Saint Lucia occurred in five districts: Castries, Gros Islet, Micoud, Vieux Fort and Soufriere. During the period 2013 to 2017, criminal activity was concentrated in crimes against property, aggravated assaults, robberies, drug offences and sexual assaults, of which crime against property accounted for 63 percent. For the similar period, robbery and burglary increased by 10 percent and 4 percent respectively. At the same time, there was an uptick in grievous harm incidents which rose by 3.7 percent, while homicides increased by 79 percent for the period 2016 to 2017.

Cognizant of the potential impact of crime, successive governments have invested heavily to ensure national security. It is understood that the use of a proactive approach is needed in order to curb the crime situation. The success of investments in educational, social and rehabilitation programmes will be the defining factor in dealing with the hike in youth crime and the overall sustaining of Citizen Security in Saint Lucia. Over the years, governments have also invested in new police station plants across the island, closed-circuit television (CCTV) cameras, increasing the police fleet of vehicles, and increasing the number of law enforcement officers, especially in crime-concentrated areas. As of Fiscal Year 2019/20, the total number of law enforcement personnel in Saint Lucia

is estimated at 1,300 per 100,000 population, the highest in the OECS.

Annually, Saint Lucia expends a substantial share of its resources towards ensuring safety and security of citizen and visitors and in enforcing the rule of law. According to the 2018 Corruption Perceptions Index reported by Transparency International, Saint Lucia is the 50th least corrupt nation out of 175 countries. The corruption rank in Saint Lucia averaged 29.89 from 2007 until 2018, reaching an all-time high of 50 in 2018 and a record low of 21 in 2008. This data suggests that the nation is perceived to be less corrupt in recent years. For the last five-year period, 2.27 percent of GDP has been allocated to the Department of Home Affairs and National Security. The Government, recognizing the need for critical reforms in the justice system, has, over the past few years, increased the allocation to the Department of Justice. For the Fiscal Year 2018/19, the Government of Saint Lucia allocated \$111.62 million of public expenditure towards efforts at addressing crime prevention and control, which is projected to increase further in 2019/20.

In Saint Lucia a number of agencies play a critical role in crime prevention. The RSLPF is responsible for law enforcement. The incarceration of offenders, as well as the rehabilitation of those in custody prior to their release into society, is under the remit of the Bordelais Correctional Facility. The Department of Probation and Parole strives to reduce recidivism among those offenders who have not been incarcerated. Consistent with the UN Convention on the Rights of the Child (UNCRC), Saint Lucia provides residential and day facilities for children in need of care and protection, youth at risk and children in conflict with the law via the Boys Training Centre and Upton Garden Girls' Centre.

The justice system plays a vital role in contributing to maintaining law and order in Saint Lucia, and comprises the courts and the Forensic Laboratory. The challenges presently being experienced by the justice system have hindered its ability to effectively administer the law and ensure swift



justice of offenders. The criminal and civil courts are experiencing significant backlogs due to infrastructural issues and shortage of manpower to support the operational management and disposal of cases. The Forensics Laboratory, though recently re-opened, is still ill-equipped to provide the type of analysis required by the police to allow for the efficient processing of cases. Evidence collected usually has to be sent overseas for processing which contributes to further delays in case hearing and longer remand stays at the prison. With regard to the Court Division, the

provision of adequate infrastructure is needed to enable more effective operation of all courts. The construction of a Halls of Justice to house the Courts and Crown Prosecution Service has been delayed. The courts situated in Soufriere and Vieux Fort have been plagued by issues of infrastructure and air quality. These issues often lead to the postponement of case hearings, with delays in prosecution and dispensation of justice.

Crime generates substantial costs to society at the individual, community and national levels. Over a five-year

period, a total of over EC\$600,000,000 has been spent by the Ministry of Home Affairs, Justice and National Security. In 2019/2020 approximately \$137 million will be spent in total on Home Affairs, Justice and National Security, which represents 9 percent of total expenditure. While the Saint Lucia Crime Victimization Survey 2019/2020 will be used to measure direct economic losses suffered by crime victims, there is no way to measure the intangible cost of crime; indirect losses suffered by crime victims, including pain and suffering, decreased quality of life and psychological distress.

Medium Term Aspirations

In order to restore a sense of security and safety in the Saint Lucian society a three-pronged approach will be pursued, inclusive of investigation and prosecution, crime prevention and rehabilitation. The vision for Saint Lucia is to reduce serious crime, reduce recidivism, improve public

perception and reduce investigation and prosecution backlogs.

These objectives will be achieved through:

a. The enhancement of the crime detection and patrol system;

b. The strengthening of community involvement in crime fighting;

c. The improvement of investigation and prosecution backlogs; and

d. The enhancement of adult and juvenile rehabilitation programmes.

Provision of a safe and secure environment through implementation of effective national security systems and rehabilitation programmes

Crime Prevention		Investigation and Prosecution	Rehabilitation
Enhanced crime detection and patrol system	Increased community involvement in crime fighting	Improved investigation and prosecution	Enhanced rehabilitation
1. Police Omnipresence 2. Safe City CCTV Programme 3. Revitalization of Royal Saint Lucia Police Force	4. Strengthening community policing	5. Transforming Saint Lucia Forensic Science Services 6. Enhancing the operations of the judicial system	7. Life skills and cognitive behavioral programmes 8. CVQ certification of TVET Courses 9. Literacy and Numeracy Programmes 10. Substance Abuse and Mental Health Counseling 11. Establishment of Parole Systems Enriching rehabilitation for juveniles 12. Enhancing Boys Training Centre's Aftercare 13. Court Diversion Programme



Education

The Government of Saint Lucia subscribes to the philosophy that education is a basic human right which contributes to the comprehensive development of the human capital of its citizens. Education is intrinsically linked to the performance of the labour market. Education services are consistently allocated approximately 14 percent of the annual budget, distributed across the following key priority areas: democratization of education and training, gender equity and human rights; alignment of education and training outcomes with the national and regional development agendas; and improved quality of education. The Department of Education has been proactive in its efforts to improve the responsiveness of the education system to meet the diverse needs of learners. A number of structural and institutional reforms have been undertaken to improve the delivery of education services on the island.

The Education System in Saint Lucia comprises eighty (80) primary schools, twenty-four (24) secondary schools, eight (8) post-secondary and tertiary institutions and three (3) main skills institutions. Universal Primary Education (PE) was introduced in the 1980s, while the goal of Universal Secondary Education (SE) was achieved in 2006. At present, Saint Lucia has accomplished enrolment rates at primary and secondary school levels at 100 percent and 93 percent, respectively. While dropout rates are generally low, there is a concern for the dropout rates at the upper secondary level, that is, forms four and five. Approximately two thirds of the dropouts are male students. Student performance remains a source for concern at both the primary and secondary school level. The introduction of the school feeding programme, bursary programme, transportation subsidy programme, textbook rental programme and a \$500.00 voucher to parents of students who were successful at the Common Entrance Examination (CEE) represent programmes which were introduced

to support students' participation in school and to incentivize performance.

In order to improve student performance at both the primary and secondary school levels, there is a need to increase teacher effectiveness to cater to the learning needs of all students at various levels which can positively impact student outcomes. In that regard, the establishment of an enhanced accountability framework for teaching and learning could lead to improved teacher effectiveness; so too can maximizing technology integration in the classroom.

There is currently no universal access to Early Childhood Education (ECE). Consequently, approximately 12 percent of the three- and four-year old population are currently not enrolled at Early Childhood Centres. Also, the inadequate provision of a standardized, high quality and inclusive early childhood development service highlights the need for reforms in the Early Childhood Education Sector, which would focus on the development and introduction of policy and minimum standards of operation to guide growth in the sector.

Enrolment rates at tertiary level remain significantly low at 20.1 percent of secondary school leavers. Of this, approximately 61 percent are female and 39 percent are male. This is attributable to a combination of poor performance at Caribbean Secondary Education Certificate (CSEC) and the limited space availability at tertiary institutions. Of the total post-secondary/tertiary Saint Lucian students, 66 percent are enrolled at Sir Arthur Lewis Community College (SALCC). The low enrolment rates at SALCC may be further exacerbated by the poor physical condition of buildings at the College. Dropout rates at SALCC represent 2.8 percent of matriculated total. In addition, students from Technical and Vocational Education Training (TVET) programmes currently have limited opportunities to pursue Caribbean Vocational Qualification (CVQ) programmes at secondary level,

as well as at higher levels.

Another issue of concern is that Saint Lucia's youth unemployment rate currently stands at 38 percent. According to the 2012 Labour Market Needs Assessment Survey, 44 percent of job openings required tertiary-level qualifications but only 7 percent of job seekers had the required qualification level. This is due to the poor performance of students at CSEC, with only 39 percent attaining five (5) subject passes, including Mathematics and English Language. As a result, there is a great disparity between the requirements of employers and the availability of individuals with the required educational qualifications to fill available vacant positions.

The integration of information technology in the education system remains a fundamental challenge. A strategic response is necessary to ensure that students possess the requisite skills to be marketable in the digital era. Hence, the education system must be redesigned to meet the demands of this technological era. An ICT in Education initiative has been formulated to address some of the existing gaps. The key components of this project are:

- Equipping schools with necessary ICT infrastructure;
- Re-tooling and up-skilling of principals, teachers and other education stakeholders in the use of ICT for quality and effective instruction;
- Introduction of ebooks; and
- Increasing the staff complement of the Department's Information Technology (IT) Unit.

The myriad of issues affecting the education system necessitates a critical overhaul of the education sector. These changes are critical to facilitate the increased competitiveness of Saint Lucia in this dynamic global environment. Some of the priority



reforms will include:

- Strengthening the participation of children in early childhood education;
- Adapting the curriculum to meet the changing demands of the global economy;
- Elevating the quality of teaching and modes of delivery;
- Increasing access to post-secondary and tertiary education; and
- Strengthening and expanding TVET.

The attainment of the desired results in the education sector requires a number of legislative and/or policy imperatives inclusive of, but not limited to:

- Revision of the Education Act of 1999;
- National Policy on school-based management and governance;
- National Policy on the establishment and implementation of school boards;
- National TVET Policy;
- National ICT and Open Education Resources (OER) Policy for

schools;

- Curriculum and Assessment Policy;
- Adult Education Policy;
- Policy on the creation of Centres of Competence/Centres of Excellence;
- Policy on the standardization of Learning Outcomes for ECE, PE, Special Needs Education (SNE) and SE;
- Schools and Libraries Infrastructure Policy.

Medium Term Aspirations

The vision for the Education Sector is to improve the quality of, and access to, education. The objective of the Government is to increase the enrolment of students into post-secondary and TVET programmes by seven thousand five hundred (7,500).

Provide equitable and affordable access to quality education

Skills Pathways

Strengthened skills based streams at upper secondary level



1. Strengthening secondary school TVET programmes;
2. Centre of Excellence for Arts and Culture;
3. National Sports Academy

Improvement of Secondary School Student Performance



1. SCORE programme Improvement of teacher quality
1. Strengthening of school supervision
2. Increase 5 CSEC pass rates (incl. English & Maths) / Numeracy Lessons & Classroom Observations

General Academic Pathways

Promotion of Post-secondary TVET



1. TVET Communications and Engagement Programme Streamlining TVET in Saint Lucia;
2. Trainer Immersion Programme;
3. National Vocational Institute; and
4. Increase enrolment in TVET/Tertiary institutions

Provision of Post-Secondary and Tertiary Programmes



1. Improve SALCC course offerings
2. Diversify modes of SALCC education delivery
3. SALCC student learning support unit



Health

Saint Lucia has made significant strides in improving the health status of the population in relation to nutritional status of children, expansion of services and improvement in physical infrastructure. The health sector has realized key gains; for example, life expectancy at birth has risen to 82.1 years for females and 70.2 years for males. While life expectancy has risen, the total fertility rate has remained well below the replacement level of 2.1 for 2010 to 2017, representing a drop of 3,500 average annual live births to 2,000 in 2017. This phenomenon will have a serious impact on the health system and development as a whole as the most productive population continues to decline. It is imperative that the country continues to be proactive in order to sustain those gains which could hinder development.

Saint Lucia, like many other Caribbean islands, is experiencing both an aging population and a double burden of disease. This situation is now evident in the changing disease profile which includes increases in both new and emerging communicable diseases alongside an increase in chronic non-communicable diseases. The non-communicable burden of diseases is increasingly being defined by trauma, death and disability due to crime, accidents and violence against women, children and the elderly. This situation serves to place more demands on the health and other sectors and services on the island.

The rate of dying is highest among the elderly and infants, and lowest in children 5-14 years. The top five leading

causes of death recorded in Saint Lucia for 2017 were malignant neoplasms, cerebrovascular diseases, heart diseases, diabetes and hypertension. While assault is not in the top five principal causes of death, it has been steadily increasing over the years, and accounts for the fourth leading cause of death among males. Death related to land transport accidents (which include “motor vehicle traffic accidents”) is the 10th principal cause of death overall and for males. This is particularly noteworthy as it has implications for other developmental pillars such as citizen security and infrastructure.

Non-communicable diseases (NCDs) are not a new problem; they have been recognized as one of the major challenges for sustainable development in the 21st century. NCDs remain an increasing concern in Saint Lucia and other developing countries because of the transition from low-income to middle-income status, the effect of globalization on consumption patterns, and the aging of populations. NCDs caused about two-thirds of all annual deaths in Saint Lucia and are among the leading causes of premature deaths, preventable illness and related disability. Infant mortality remains a concern as the rate for 2017 was 32 per 1,000 live births, the highest since 2010. Immunization is proven to be one of the most cost-effective investments in health and is effective in controlling and eliminating deadly infectious diseases, especially among infants and young children. Vaccination coverage rates among children have been very high in Saint Lucia for many years

and the incidence of those diseases is low or zero among children <5 years old. However, these hard won gains can be easily lost with the occurrence of outbreaks of these diseases, which may occur as a result of non-immunization or under-immunization among children and adults, or from exposure to infections brought into the country by unvaccinated travellers who visit and/or return from high-risk or endemic countries or regions. Reports of outbreaks or epidemics impact negatively on our tourism product when travel health advisories are issued.

While Saint Lucia has made significant gains in population health, a concerted effort must be made to sustain these gains and improve access to meet health service needs. Globally, the cost of healthcare has increased and the country must ensure that no individual should be impoverished as a result of accessing care or denied care based on their inability to pay at the point of use. Out of pocket expenditure continues to be high, accounting for 45.6 percent as of 2014. Public health expenditure is recorded at 3.6 percent of Gross Domestic Product, well below the recommended 5 percent. Currently, only 21.2 percent of Saint Lucians are covered by private health insurance, either through work group medical insurance or individual insurance. Health insurance coverage remains unattainable for many as approximately 25 percent of the population were considered poor and would not be able to afford any form of health insurance. There is also a challenge with physical access to



secondary healthcare, given that the Owen King EU Hospital has not been fully commissioned and, in the case of St. Jude Hospital, reconstruction has not been completed.

The health system in Saint Lucia is divided into eight operational health districts. There are thirty-three (33) wellness centres and a polyclinic which provide primary healthcare services. Secondary care services are provided by Victoria Hospital in the north of the island and St. Jude Hospital which is located in the south of the island. There are two district hospitals, Soufriere and Dennery Hospitals, and one privately operated hospital, Tapion Hospital, which also provides secondary and partial tertiary care. The Saint Lucia National Mental Wellness Centre is the only mental health facility on island

which caters to the psychosocial needs of the population, while the Turning Point facility offers drug rehabilitation and treatment. There are three (3) public laboratories (Victoria Hospital, Gros Islet Polyclinic and St. Jude Hospital) and six (6) private laboratories on the island.

Secondary care services are an important and costly component in the continuum of care. For this reason, Government remains committed to improving access to quality services while ensuring that there is financial sustainability for health services. As Government continues to invest in primary care, all efforts must be made towards fully commissioning and completion of the main hospitals: OKEU in the north and St. Jude in the south of the island.

The use of ICT can revolutionize the healthcare sector as it relates to quality of care, management of patient records, overall cost of healthcare administration, and policy development. ICT has been integrated in the delivery of healthcare to promote the efficiency of the sector. The Saint Lucia Health Information System (SLUHIS) has been implemented in all thirty-three (33) wellness centres and integrated with the Hospital Health Information System (Cellma). This facilitates the automatic transfer of patient record which aids in continuity and quality of care provided to the patient. The software is updated and new functionalities added to provide better and more responsive healthcare services.

Medium Term Aspirations

The reform activities taking place in the health sector are guided by Government’s policy that healthcare must be universally accessible, affordable, equitable and sustainable, and of the highest international quality standard for the populace. The Government’s vision for the healthcare sector is to ensure that every Saint Lucian will have full access to affordable healthcare coverage and efficient health services nationwide.

A sustainable and inclusive Saint Lucia by 2022

Economic and Physical Access to Health Services	
Improved access to health care	Improved Health and Wellness
<ul style="list-style-type: none"> 1. Financing Framework 2. Review Social Health and Private Health Insurance 3. Governance Approach and Structure <p>Commissioning Approach for the OKEU hospital St Jude Hospital New Wing Development</p>	<ul style="list-style-type: none"> Increase average immunization rate for children between 0-5 years old; Reduce percentage of diabetes patients with high Fasting Blood Sugar Reduce percentage of hypertension patients with high blood pressure sector



Implementation, Monitoring and Evaluation Framework

Implementation Framework

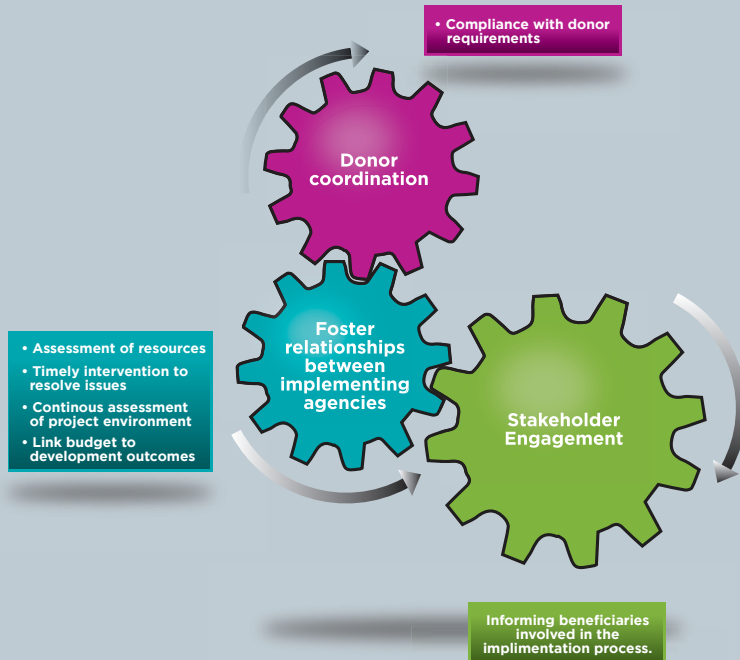
Effective implementation of the game changer initiatives driving this MTDS is integral to the realization of the ultimate national vision. Hence the harmonization of project activities, resource allocation and diverse institutional arrangements are critical. The achievement of the strategic goals stipulated in the MTDS requires skillful coordination of activities across various agencies.

The growth enabling projects that were assessed and prioritized in the MTDS will be linked to the National Budget and the Public Sector Investment Programme. These projects represent the best investment options of public funds and, as such, requisite resources will be appropriately allocated to facilitate implementation. The finance mechanism to provide resources for implementation will be a combination of local revenue, loans and grants from development partners. The resource envelope to advance the implementation of the MTDS priority

projects will be informed by the country's debt carrying capacity.

Additionally, the activities of the key agencies must be effectively coordinated to ensure the realization of defined goals in the Key Result Areas. The following outlines the coordination necessary to advance effective implementation:

Figure 12: Implementation coordination framework



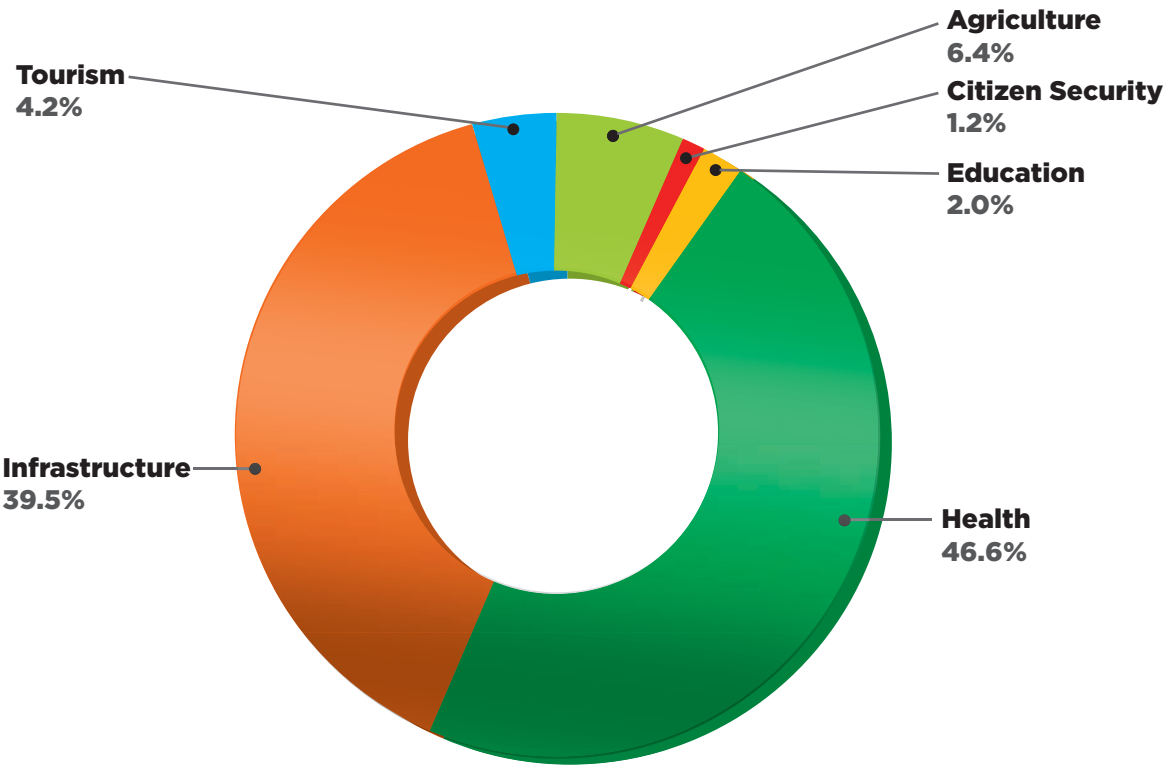


Project management standards and best practices will be incorporated in the project delivery culture. Additionally, effective implementation will require diligent application of project tools and techniques. A key component of the MTDS is the establishment of the Delivery Unit within the Office of the Prime Minister to drive the implementation of game-changing projects and policies within the public and private sectors. This forms part of the strategy to improve the culture and capacity to deliver priority projects.

The projects to achieve the policy objectives over the medium term have been systematically assessed and prioritized. Table 1 below represents a menu of new and ongoing initiatives that will inject an estimated EC\$793,650,250.99 of public sector funds.

Summary of Proposed Investment per Approved KRA Initiatives

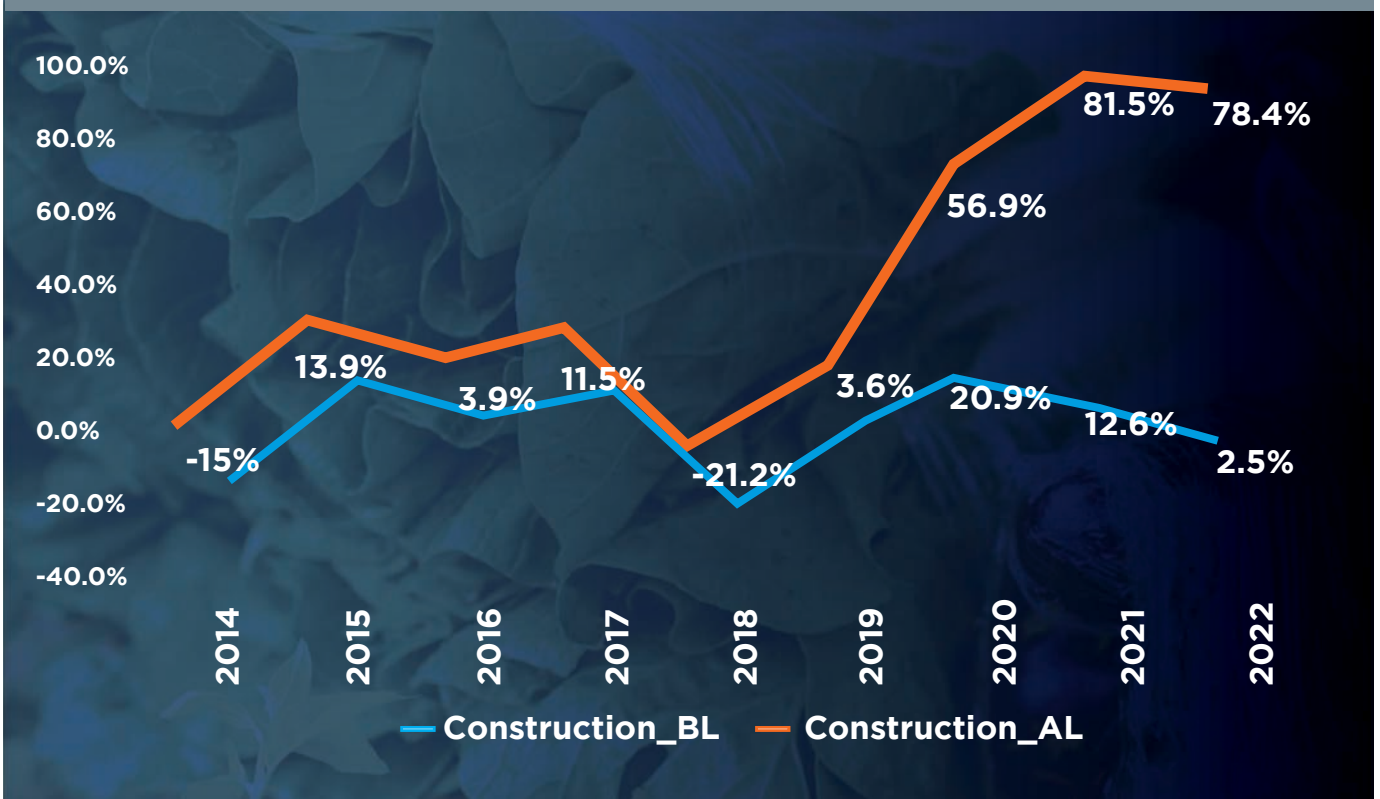
KRA	Total Proposed Investment
Agriculture	\$50,016,441.00
Citizen Security	\$25,500,000.00
Education	\$15,891,970.00
Health	\$362,308,545.00
Infrastructure	\$307,233,294.99
Tourism	\$32,700,000.00
	\$793,650,250.99



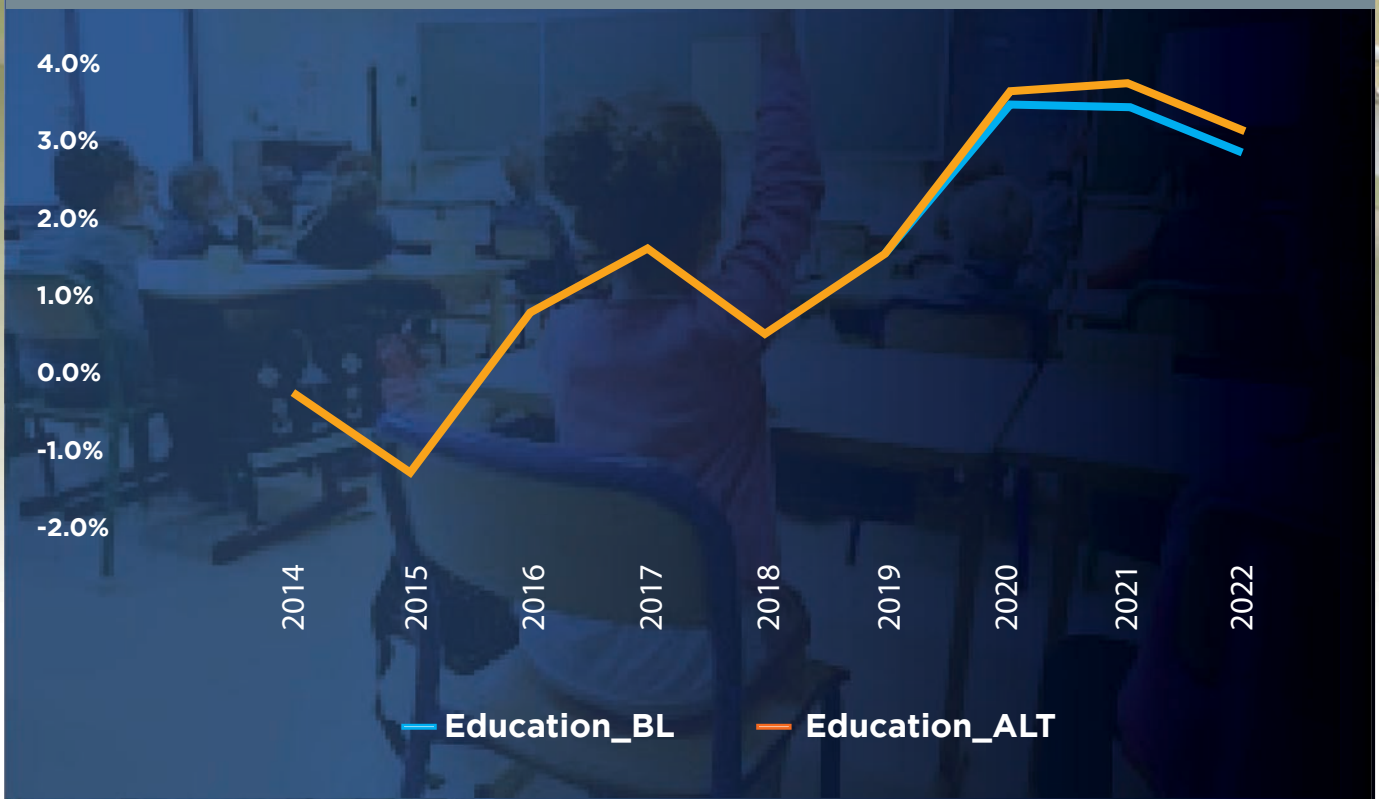
AGRICULTURE % GDP



Construction % GDP 2020-2022



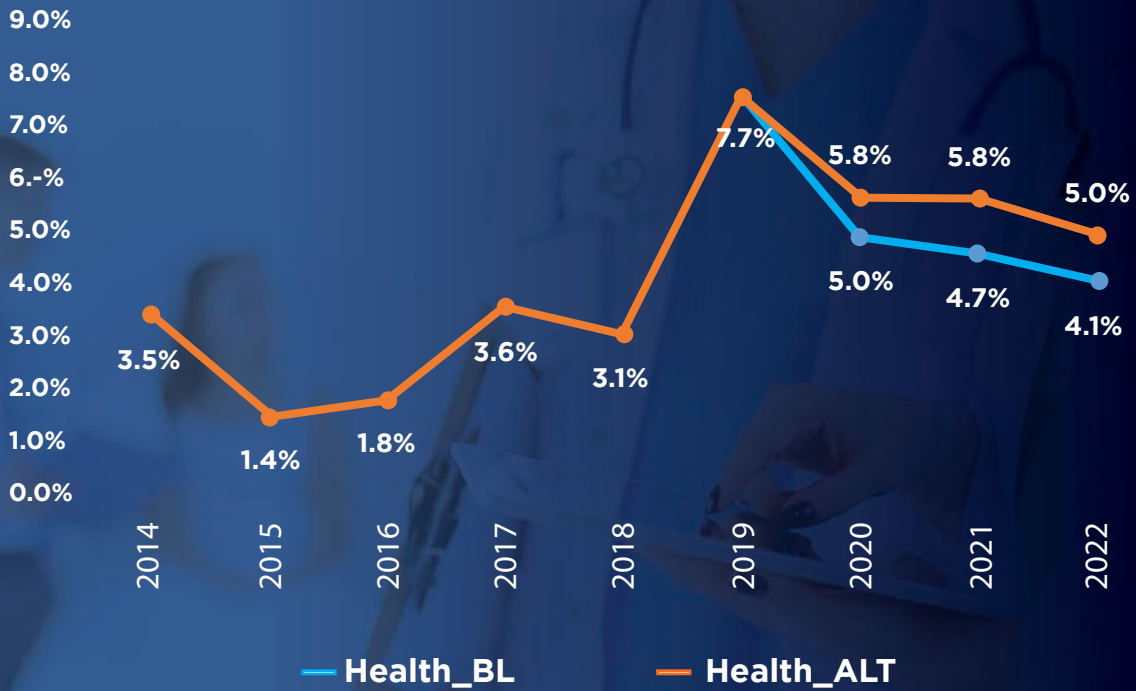
Education % GDP 2020-2022



Education % GDP 2020-2022



Health % GDP 2020-2022



The implementation and results framework, critical success factors and necessary conditions to realize the MTDS development goals are outlined below:

Agriculture

Outcome Statement	A sustainable and inclusive Saint Lucia by 2023				
Strategic Goal	Contributing to economic growth through enhancing value-added in agriculture and fisheries				
Strategic Priorities	Crop Development	Improved Legislative Environment	Increased Exports	Crop Development	Increased exports
Strategic Results	Increased agricultural food production	Enforcement of Sanitary and Phytosanitary (SPS) Legislation	Increase Effectiveness of Praedial Larceny Unit		Increased Exports of Bananas and Cocoa

Objectives	Strategy	KPI	Targets				Initiatives
			2020	2021	2022	2023	
Expansion of production capacity	Increase production of meats and poultry	<ol style="list-style-type: none"> Meat Processing Facility established in La Caye Reduction in cattle affected by Tropical Bont Tick Livestock Agriculture Station Established 	Commencement of 1st phase of agriculture station in Volet, Micoud	<ol style="list-style-type: none"> Construction of Meat Processing Facility begins Tropical Bont Tick programme complete. 1st Phase of construction of Agriculture Station in Volet complete, 2nd Phase begins. 	<ol style="list-style-type: none"> Meat processing facility is partially complete. Agriculture Livestock Station operational. 2nd Phase advancing. 	<ol style="list-style-type: none"> Operationalization of Meat processing facility. 2nd Phase of Livestock Station complete. 	<ul style="list-style-type: none"> La Caye Meat Processing Facility Eradication of Tropical Bont Tick Programme Establishment of Agricultural Station for Livestock in Micoud
	Increase Food Crop Production	<ol style="list-style-type: none"> Increase production of 7 crops and acreage under production Number of Jobs created Reduction in imports of selected crops Restructured Marketing Entity No. of Farm Roads rehabilitated. 	1.- 30% increase in production, acreage under production - 133.09 acres	1.- 35% increase in production, acreage under production 171.29 acres.	1.- 35% increase in production; acreage under production - 209.49 acres. 2. 147 jobs created by end of project	<ol style="list-style-type: none"> 36% increase in crop production Self Sufficiency in 5/7 crops -Tomatoes, sweet pepper, cantaloupe, watermelon and pineapple. 60% reduction in imports of cabbage and lettuce. Upgraded Marketing Entity 52 Farm Roads/110.7 km rehabilitated. 	<ul style="list-style-type: none"> Expansion of Food Crop Production targeting 7 crops. Morocco Soil Fertility Mapping Project Land Bank Initiative Feeder Roads Project Restructured Marketing Board
Increase Exports	Increased exports of bananas	<ol style="list-style-type: none"> Tonnes increase in banana exports. Increase in Value of banana exports 	1. 34% increase in banana exports or 18,459 tonnes.	1. 94% increase in banana exports or 26,730 tonnes. 2. Additional 46% increase in value of bananas over previous year.	1. 150% increase in banana exports or 34,281 tonnes. 2. Additional 30% increase in value of bananas over previous year	<ol style="list-style-type: none"> 188% increase in banana exports or 39,555 tonnes. 2. Additional 16% increase in value of bananas over previous year 	<ul style="list-style-type: none"> Rehabilitate and expand banana farms under the Banana Improvement project Establish new access market with French Launch of marketing campaign in UK Supermarket
	Increased exports of cocoa	<ol style="list-style-type: none"> Tonnes increase in cocoa exports. 2. Increase in Value 	1. 43% increase in cocoa exports or 23 tonnes.	1. 62% increase in cocoa exports or 26 tonnes.	1. 119% increase in cocoa exports or 35 tonnes	<ol style="list-style-type: none"> 175% increase in cocoa exports or 44 tonnes. 2. Increase in value of cocoa to EC\$305,000.00 	<ul style="list-style-type: none"> Rehabilitate and expand cocoa farms; Secure market for export of cocoa beans; Develop the value added cocoa industry for exports. Increase value of cocoa exports

Objectives	Strategy	KPI	Targets				Initiatives
			2020	2021	2022	2023	
Improved Legislative Environment	Improve the resolution of Praedial Larceny cases. Increase effectiveness of Praedial Larceny Unit	1. Increase in number of finalized crop theft cases. 2. Additional Praedial Larceny Offices established.	1. 28% cases finalized 2. 1- additional Praedial larceny office established		40% cases finalized. 3- Additional Praedial Larceny Offices.		Decentralization of Praedial Larceny Offices Improve detection system through completion of Farmer ID programme
	Enactment of Plant, Animal and Veterinary Surgeon Bill	Legislative changes.	Enactment of SPS related legislation by August 2019	Achieve SPS compliance rate of 60	Achieve SPS compliance rate of 70%.	Achieve SPS compliance rate of 90%	Enforcement of Sanitary and Phytosanitary Legislation Operationalization of National Diagnostic Facility

CRITICAL SUCCESS FACTORS AND NECESSARY CONDITIONS FOR IMPLEMENTATION OF MTDS STRATEGIC INITIATIVES 2020 - 2023 - AGRICULTURE

Overarching Goal: To enhance food security whilst increasing the agriculture sector's contribution to economic growth.				
Critical Success Factors (CSF)				
CSF1: Increased agricultural production	CSF2: Increased Exports of Bananas	CSF3: Increased Exports of Cocoa	CSF4: Enforcement of Sanitary and Phytosanitary (SPS) Legislation	CSF5: Increase Effectiveness of the Praedial
Necessary Conditions (NC)				
NC1.1: Increase Production of Meats and Poultry NC1.2: Increase Food Crop production, (7 crops targeted). NC1.3: Ensure adequate agriculture infrastructure eg. proper feeder roads) NC1.4: Increase the effectiveness of the Praedial Larceny Unit NC1.5: Increase acreage of lands under agriculture production. NC1.6: Increase market access	NC2.1: Continuation of the Banana Productivity Improvement Project NC2.2: Increase market access for St. Lucia's bananas NC2.3: Address the high cost of production of bananas as compared to other competitors. NC2.4: Reliable supply of bananas.	NC3.1 Rehabilitate and expand cocoa farms. NC3.2 Secure market for export of cocoa beans NC3.3 Develop value added cocoa industry exports.	NC4.1 Enactment of Plant, Animal and Veterinary Surgeons Services bill. NC4.2 Operationalization and staffing of the National Diagnostic Facility to effectively oversee the enforcement of the SPS.	NC5.1: Increase the speed of response of officers through decentralization of Praedial Larceny officers in all agricultural stations or Police Stations. NC5.2: Improve detection system through completion of Farmer ID Programme, which would clearly identify registered farmers. NC5.3: Expansion of the programme by increasing human and physical resources. NC5.4: Enhance monitoring & preventative

Infrastructure

Outcome		A sustainable and inclusive Saint Lucia by 2023								
Strategic Goal		Enhanced infrastructure to support Saint Lucia's Economic and Social Development								
Strategic Priorities		Improvement and development of high quality infrastructure								
Strategic Results		Improved connectivity		Enhanced conditions of Airport and Seaport						
Objectives		Strategy		KPI		Targets		Initiatives		
						2020		2021	2022	2023
Improved Infrastructure	Reconstruction and rehabilitation of road network	KM of road rehabilitated	<ol style="list-style-type: none"> 1. Completion of road prioritization and detailed designs 2. Completion of feasibility study and detailed designs for the Millennium Highway and West Coast Road 3. Cabinet Approval of land use plan 4. Completion of Investment Impact Analysis 	<ol style="list-style-type: none"> 1. Completion of 60% of civil works for secondary roads 2. 40% completion of construction of infrastructural projects 3. Enactment of Land Use Policy 4. Completion of ESIA study 	<ol style="list-style-type: none"> 1. Completion of 40% of civil works for secondary roads 2. 60% completion of construction of infrastructural projects 3. Decision to proceed or not to proceed with NSLR 	<ol style="list-style-type: none"> 1. 100% completion of infrastructural projects: Millennium Highway and West Coast Road, Cul de Sac Bridge, Ravine Poisson Bridge, Secondary Roads, Cul de Sac Round about, Agriculture and Feeder Roads 	<ol style="list-style-type: none"> 1. Reconstruction and rehabilitation of secondary and collector roads 2. Rehabilitation of Millennium Highway and West Coast Road 3. Development of North-South Link Road 4. Agriculture Feeder Roads Phase II 5. Cul de Sac Round about 6. Ravine Poisson Bridge 7. Bridges in the Cul de Sac Basin 			
	Traffic flow improvement	Reduction in Travel time	<ol style="list-style-type: none"> 1. Reduction in travel time from Dennery to Gros Islet from 66.5 minutes to 55 minutes 2. 20% reduction in travel time from Junction Improvement Pilot Area - Windward Island Gases Junction 3. 20% reduction in average travel time at 4 traffic crossing pilot areas - La Place Carenage, Jeremie Street, Bridge Street and Reduit Beach Avenue 	30% reduction in travel time versus baseline	50% reduction in travel time versus baseline	Maintain reduction of 50% in average travel time versus baseline	<ol style="list-style-type: none"> 1. Improvement of Road Accidents Process 2. Designated Junctions Traffic Control Pilot Project 3. Pedestrian Crossings Improvement Pilot Project 4. Road Safety Public Awareness Programme 			
	Enhance Capacity of seaports to handle 934,000 cruise passengers		<ol style="list-style-type: none"> 1. Decision on final port site location and commencement of geotechnical studies and detailed design for Vieux Fort Cruise Port 2. Completion of feasibility study and decision on preferred option for location of new Castries Cargo Port 				<ol style="list-style-type: none"> 1. Re-development of Cargo and Container Terminal at Cul de Sac & Upgrade of Facilities for Cruise Tourism at Port Castries 2. Development of Vieux Fort Cruise Port 			
	Enhance capacity of Hewanorra International Airport to handle up to 1 (one) million passengers		<ol style="list-style-type: none"> 1. Completion of foundation package for construction work 				<ol style="list-style-type: none"> 1. Redevelopment of Hewanorra International Airport 			

CRITICAL SUCCESS FACTORS AND NECESSARY CONDITIONS FOR IMPLEMENTATION OF MTDS STRATEGIC INITIATIVES 2020 - 2023 - INFRASTRUCTURE

Overarching Goal: Enhanced infrastructure to support Saint Lucia's Economic and Social Development				
Critical Success Factors (CSF)				
CSF1 Adequate institutional and human resource capacity	CSF2 Successful completion of infrastructure projects	CSF3 Adequate funding	CSF4 Adequate Project management systems	CSF5 Stakeholder buy-in
Necessary Conditions (NC)				
NC1.1 Trained staff NC1.2 Competent consultants to provide support to address capacity constraints NC1.3. Strategic plan for the Ministry	NC2.1 Competent contractors NC2.2 Effective monitoring and oversight NC2.3 Effective Project Management NC2. 4. Efficient procurement system	NC3.1 Proper project concept, designs and estimates readily available NC3.2 Engagement of Ministry of Finance and Donor Agencies	NC4.2 Adoption of project management practices and	NC5.1 Defined stakeholder engagement and communication plan NC4.2 Effective engagement of Support Agencies NC4.3 Effective management of policy changes

Tourism

Outcome		A sustainable and inclusive Saint Lucia by 2023					
Strategic Goal		To increase competitiveness of tourism product					
Strategic Priorities		Product Development	Investment Facilitation	Increased Revenue from sector	I		
Strategic Results		Product Diversification	Increased high network investment	Increased tourism expenditure			
Objectives	Strategy	KPI	Targets				Initiatives
Improved climate for tourism investment	Development of world-class integrated tourism resort	Number of incentive application processed	2020	2021	2022	2023	Improvement in incentive regime and administration of incentive management process and tourism licensing regime Reforming the institutional framework for governance of sector
	Development and expansion of accommodation projects	Number of incentives application approved					
	Reduction in process time for incentives approval and licensing	Number of local entrepreneurs receiving business support services					
Enhanced tourism products	Rejuvenation of iconic sites	Number of site rejuvenated		completion of Phase 1 and Phase 2 Castries Market Redevelopment	Completion of overall Castries Market Redevelopment		1. Castries Market Redevelopment
	Improve ferry immigration process time						
Diversification of Product Offerings	Development of "village tourism" concept Integration of non traditional accommodation establishment with online platforms	Distinctive brand created for target communities Number of districts with tourism product upgrades Number of small accommodation benefiting from online marketing platform					1. Village Tourism in Laborie 2. Community Tourism Promotion 3. Tourism marketing promotion
Improve tourism expenditure	Increase stay-over tourist arrivals Increase non-accommodation spend per stay-over tourist Increase number of inbound airlift						

CRITICAL SUCCESS FACTORS AND NECESSARY CONDITIONS FOR IMPLEMENTATION OF MTDS STRATEGIC INITIATIVES 2020- 2023 - TOURISM

Overarching Goal: To increase the contribution to GDP from Tourism				
Critical Success Factors (CSF)				
CCSF1 Increase stay-over tourist arrivals to 540K by 2022	CSF2 Increase average visitor spending	CSF3 Unlocking high impact tourism products	CSF4 Increase Saint Lucia's market presence	CSF5 Increased flight and sea connectivity
Necessary Conditions (NC)				
NC1.1 Increase weekly flights into Saint Lucia NC1.2 Increase room stock NC1.3. Market outreach	NC2.1 Diversification of product offerings - Health & Wellness - Ecotourism - Culture, Arts & Heritage - Gastronomy NC2.2 Improved hospitality service delivery	NC3.1 Improvement of investment approval and facilitation processes (e.g. DCA, incentives, etc.) NC3.2 Attract \$4 billion in tourism investments by 2022	N4.1 Increase marketing outreach in source markets	NC5.1 Improvements in airport and seaport infrastructure NC5.2 Improve arrival and departure service experience (reduce processing time) NC5.3 Improve immigration and port health processing times

CRITICAL SUCCESS FACTORS AND NECESSARY CONDITIONS FOR IMPLEMENTATION OF MTDs STRATEGIC INITIATIVES 2022 - 2023 - Citizen Security

Overarching Goal: Reduce serious crime & recidivism and improve public perception of safety for all Saint Lucians and visitors					
Critical Success Factors (CSF)					
CSF1 Enhance crime detection and patrol system	CSF2 Improve investigation and prosecution backlog of cases	CSF3 Enhancing adult rehabilitation programme	CSF4 Increasing community involvement in crime fighting	CSF5 Enriching rehabilitation for juveniles	CSF 6 Revitalisation of Royal Saint Lucia Police Force
Necessary Conditions (NC)					
NC1.1 Encourage Police Omnipresence through Intelligence analysis of crime occurrences (by location, types of crime and strategy for dealing with crime) NC1.2 Redeployment of police officers to key areas NC1.3 Installation of security cameras (CCTV) at city centre, crime hotspots & tourist attraction areas for greater monitoring	NC2.1 Institutional strengthening of the Saint Lucia Forensic Science Services NC2.2 Enhancing the Operations of the Judicial System NC2.3 Provision of adequate infrastructure to house judiciary NC2.4 Provision of additional experienced staff to the court NC2.5 Introduction of a new Community Mediation Bill	NC3.1 Life Skills & Cognitive Behavioural Programme for staff at BCF, as well as training of inmates in Moral Reconciliation Therapy NC3.2 Literacy & Numeracy Programme for Inmates by hiring of teachers and improving skills in the necessary areas NC3.3 Substance Abuse & Mental Health Counselling for inmates through the provision of psychologists and social workers NC3.4 Establishment of Parole System by commissioning of a parole board NC3.5 CVQ Certification of TVET Course	NC4.1 Strengthening of community policing through the establishment of a Community Policing Secretariat NC4.2 Building capacities within the community through training, Community syndication, and neighbourhood watch groups and build community inclusion	NC5.1 Improvements in airport and seaport infrastructure NC5.2 Improve arrival and departure service experience (reduce processing time) NC5.3 Improve immigration and port health processing times	NC6.1 Restructuring of RSLPF, improving internal processes, capacity building and strengthening on competencies

Education

Outcome		A sustainable and inclusive Saint Lucia by 2023					
Strategic Goal		Provide equitable and affordable access to quality education					
Strategic Priorities		Skills Pathways	General Academic Pathways				
Strategic Results							
Objectives	Strategy	KPI	Targets				Initiatives
			2020	2021	2022	2023	
Strengthened skills based streams at upper secondary level	Secondary School Skills Training	Enrollment in CVQ Programmes Enrollment in sports programmes					1. Strengthening secondary school TVET programmes 2. Centre of Excellence for Arts and Culture 3. National Sports Academy
Promotion of Post secondary TVET	Promotion of TVET Education	Enrollment in TVET programmes	1. 1,000 students enrolled in TVET courses 2. 80% of students complete their course of study 3. 4,100 students enrolled in postsecondary/tertiary education and TVET programmes	1. 1300 students enrolled in TVET courses 2. 85% of students complete their course of study 3. 5,000 students enrolled in post-secondary/tertiary education and TVET programmes	1. 1600 students enrolled in TVET courses 2. 90% of students complete their course of study 3. 6,000 students enrolled in postsecondary/tertiary education and TVET programmes	1. 2000 students enrolled in TVET courses 2. 95% of students complete their course of study 3. 7,500 students enrolled in post-secondary/tertiary education and TVET programmes	. TVET Communications and Engagement
	Strengthening of public skills training institutions						. Streamlining TVET in Saint Lucia 2. Trainer Immersion Programme 3. National Vocational Institute
Improvement of Secondary School Student Performance	Provision of additional student support	CSEC pass rates	43% of students to record a minimum of 5 CSEC passes including English and Mathematics	48% of students to record a minimum of 5 CSEC passes including English and Mathematics	54% of students to record a minimum of 5 CSEC passes including English and Mathematics	60% of students to record a minimum of 5 CSEC passes including English and Mathematics	1. SCORE programme
	Increase 5 CSEC pass rates						Numeracy Lessons
	Enhancement of teacher standards and quality						1. Improvement of teacher quality 2. Strengthening of school supervision
Provision of Post-Secondary and Tertiary	Increase capacity of existing facilities	1. student enrollment at SALCC	2,600 students enrolled at SALCC	3,000 students enrolled at SALCC	3,500 students enrolled at SALCC	4,500 students enrolled at SALCC	1. Expansion of SALCC's physical capacity
	Improve quality of programmes and courses	1. Drop out Rates	5% reduction in drop out rates	10% reduction in drop rates	20% reduction in drop rates	30% reduction in drop rates	1. Improve SALCC course offerings 2. Diversify modes of SALCC education delivery 3. SALCC student learning support unit

CRITICAL SUCCESS FACTORS AND NECESSARY CONDITIONS FOR IMPLEMENTATION OF MTDS STRATEGIC INITIATIVES 2020 - 2023 - EDUCATION

<p>Overarching Goal: 7,500 students enrolled in public post-secondary/tertiary education and TVET programmes by 2022 (baseline 2017: 3,507 students)</p>			
<p>Critical Success Factors (CSF)</p>			
<p>CSF1 Strengthening skills-based streams at upper-secondary level</p>	<p>CSF2 Provision of Post-secondary/TVET and Strengthening institutions for public skills training</p>	<p>CSF3 Provision of additional Secondary School Student Support and Enhancing teacher standards and quality</p>	<p>CSF4 Increasing the capacity of existing facilities and Improving the quality of programmes and courses at SALCC</p>
<p>Necessary Conditions (NC)</p>			
<p>NC1.1 Strengthen secondary school TVET programmes NC1.2 Establish a Centre of Excellence for Arts and Culture NC1.3. Establish a National Sports Academy</p>	<p>NC2.1 Promote TVET education as a pathway of choice for students who are currently enrolled into the traditional academic pathway in Secondary Schools through a TVET Communications and Engagement Programme NC2.2 Streamlining TVET in Saint Lucia so that institutions only provide the levels of CVQ that they are specialized in. NC2.3 Establish Trainer Immersion Programmes. Trainers attend structured to get an understanding of the current trends in the industry, thus equipping them with refreshed knowledge which they can bring into the classrooms NC2.4 Introduce a National Vocational Institute</p>	<p>NC3.1 Introduce a Secondary Core Remediation (SCORE) programme NC3.2 Enhance teacher competency, discipline and capability through training NC3.3 Strengthen school supervision at all levels to ensure a comprehensive reporting and support system to deliver high quality of teaching NC3.4 Introduce Teacher Licensing</p>	<p>NC4.1 Expand and increase SALCC's physical capacity NC4.2 Improve SALCC course offerings to create future-ready, industry-required graduates NC4.3 Diversify modes of SALCC education delivery enabling by introducing part-time, online courses and flexible time tabling. NC4.4 Institute a SALCC Student Learning Support Unit to provide increased academic support and guidance to students</p>

Healthcare

Outcome		A sustainable and inclusive Saint Lucia by 2023					
Strategic Goal		Achieve 100% access to quality healthcare for all Saint Lucians by 2023					
Strategic Priorities		Economic Access to Health Services	Physical Access to Health Services				
Strategic Results							
Objectives		Strategy	KPI	Targets			Initiatives
				2020	2021	2022	2023
Improved access to health care	Development of a financing framework for a National Health Insurance Scheme	1. Implementation of National Health Insurance 2. Establishment of National Health	1.100% of Saint Lucians receive additional primary health care coverage at wellness centres and polyclinics	1. 50% of Saint Lucians receive health care coverage under NHI 2. Commencement of NHI quarterly review 3. Roll out of NHI second phase	1. Roll out of NHI third phase 2. 75% of Saint Lucians receive health care coverage under NHI	1. Full implementation of NHI 2. Health insurance coverage (primary, secondary and tertiary care) for 100% Saint Lucians	1. Financing Framework 2. Review Social Health and Private Health Insurance 3. Governance Approach and Structure
	Commissioning of the Owen King EU Hospital	1. 122,000 citizens in Northern Saint Lucia to have access to a fully commissioned hospital	1. Transition activities to begin in Q1 2019 2. Transition activities completed by Q2 2019 3. Management contract signed with Private Entity by Q2 2019				1. Commissioning Approach
	St Jude Hospital New Wing Development	50,000 citizens in Southern Saint Lucia to have access to a fully commissioned hospital	1. Renovation and retrofitting works begin 2. New wing construction commences 3. Ancillary building to commence	1. Completion of St Jude Hospital New Wing			1. Renovation and Retrofitting Works 2. Hospital Wing Concept Design
Improved Health and Wellness	Increase average immunization rate for children between 0-5 years old						
	Reduce percentage of diabetes patients with high Fasting Blood Sugar						
	Reduce percentage of hypertension patients with high blood pressure						

CRITICAL SUCCESS FACTORS AND NECESSARY CONDITIONS FOR IMPLEMENTATION OF MTDS STRATEGIC INITIATIVES 2020 - 2023 - HEALTHCARE

Overarching Goal: To achieve 100% access to quality healthcare for all Saint Lucians by 2023			
Critical Success Factors (CSF)			
CSF1 Sustainable health financing mechanism/framework	CSF2 Functional network of services (infrastructure, medication, human resources etc.)	CSF3 Commissioning and full operations of Owen King European Union (OKEU) and St. Jude Hospitals	CSF4 Willingness of general public to utilize available services
Necessary Conditions (NC)			
<p>NNC1.1 Identification and development of a financing model</p> <p>NC1.2 Implementation of an approved financing model</p> <p>NC1.3. Good governance framework</p> <p>NC1.4 Dedicated fund manager for management and investment of health funds</p> <p>NC1.5 Buy-in from and willingness of insurance and care providers to participate in the financing scheme</p> <p>NC1.6 Dedicated revenue stream for healthcare</p>	<p>NC2.1 Trained and certified pool of health professionals</p> <p>NC2.2 Structured system for continuous learning for health professionals</p> <p>NC2.3 Fully equipped healthcare facilities</p> <p>NC2.4 Upgrading Health Management Information System (HMIS) to include private care providers</p> <p>NC2.5 Access to dedicated list of essential medications under the health scheme</p> <p>NC2.6 Strengthening of referral system among the three</p>	<p>NC3.1 Engagement of consultant to facilitate successful commissioning of OKEU hospital</p> <p>NC3.2 Increase staff compliment to facilitate optimal functioning of OKEU and St. Jude Hospitals</p> <p>NC3.3 Dedicated funding for operations and maintenance of both hospitals</p> <p>NC3.4 Continuous training in use and maintenance of modern technology and equipment at both hospitals</p> <p>NC3.5 Upgrading of primary care facilities to support the transition to OKEU</p> <p>NC3.6 Secured financing for successful completion and commission of the new St. Jude wing</p> <p>NC3.7 Development of commissioning plan for St. Jude Hospital</p> <p>NC3.8 Dedicated taskforce for successful commissioning of St. Jude Hospital</p>	<p>NC4.1 Sustained awareness campaign</p> <p>NC4.2 Excellent service delivery and customer service</p> <p>NC4.3 Timely delivery of services</p> <p>NC4.4 Targeted safety net in communities for the poor and vulnerable</p> <p>NC4.5 Extension of opening hours to facilitate increased utilization of primary health care facilities</p> <p>NC4.6 Establishment of mobile health clinics, especially in poor and vulnerable communities</p>

Cross Cutting Development Areas

Productivity and Competitiveness Projects

Outcome		A sustainable and inclusive Saint Lucia by 2023					
Strategic Goal							
Strategic Priorities							
Strategic Results							
Objectives	Strategy	KPI	Targets				Initiatives
			2020	2021	2022	2023	
Modernisation of Public Sector							Caribbean Regional Communication Infrastructure Programme (CARCIP)
							Government Island Wide Network - GiNet
	Percentage of national vital records management system completed	100%					National Vital Records Management System
							ICT Evolution Project
	Number of hard copy documents scanned and verified at the Land registry						Computerisation of Land Registry
	Number of hard copy documents (survey plans) scanned and verified at survey and mapping						
	Number of survey plans lodged						
Enhancement of competitiveness and productivity							Business Reform Project: Insolvency and Secured Transactions
							National Competitiveness Agenda

Social Protection and Gender Mainstreaming Projects

Outcome		A sustainable and inclusive Saint Lucia by 2023					
Strategic Goal							
Strategic Priorities							
Strategic Results							
Objectives	Strategy	KPI	Targets				Initiatives
			2020	2021	2022	2023	
Improved Community Development Services	Housing and Urban Renewal						PROUD Settlement Upgrade
		1.Number of advances lots created through the Rationalization of un-planned developments.	30	94	94	94	PROUD Phase III
		1. Number of new housing units constructed 2. Number of unoccupied serviced lots created through sites and services projects.	1 20	1 30	1 30	1 30	National Sites and Services Programme
	Social Protection and Empowerment	1. Number of houses sold to first time homeowners.	39	15			Housing Construction Programme
		1. Number of residential lots sold to first time land owners	30	35			Housing Research and Development Programme
		No of CASP Programme Centres Average CASP Centres Attendance Rates	15 CASP Programme Centres opened island wide 80 % Attendance	15 CASP Programme Centres opened island wide 100 % Attendance	20 CASP Programme Centres opened island wide 100 % Attendance	20 CASP Programme Centres opened island wide 100 % Attendance	Community After School Programme
		No of jobs created through the Home Care Programme	422 jobs created through the Home Care Programme	440 jobs created through the Home Care Programme	480 jobs created through the Home Care Programme	500 jobs created through the Home Care Programme	Home Care Programme
		Number of youth projects supported and implemented Number of Youth at risk benefitting from program offerings Number of youth leaders trained	1 youth projects supported and implemented 750 Youth at risk benefitting from program offerings 300 youth leaders trained	2 youth projects supported and implemented 1200 Youth at risk benefitting from program offerings 350 youth leaders trained	4 youth projects supported and implemented 1500 Youth at risk benefitting from program offerings 400 youth leaders trained	6 youth projects supported and implemented 1600 Youth at risk benefitting from program offerings 450 youth leaders trained	Youth Empowerment for Life Project
		No of Jobs Created due to Micro Enterprise Loans Percentage of micro-enterprise loans that are approved by the Belfund Number of training sessions conducted in Micro Enterprise Management Techniques Number of jobs created by the SSDF	71 Jobs Created through the programme 88 Percent of micro-enterprise loans that are approved by the Belfund 23 training sessions conducted in Micro Enterprise Management Techniques 9364 jobs created by the SSDF	100 Jobs Created through the programme 90 Percent of micro-enterprise loans assessed that are approved by the Belfund 25 training sessions conducted in Micro Enterprise Management Techniques 9364 jobs created by the SSDF	130 Jobs Created through the programme 90 Percent of micro-enterprise loans assessed that are approved by the Belfund 30 training sessions conducted in Micro Enterprise Management Techniques 9364 jobs created by the SSDF	169 Jobs Created through the programme 90 Percent of micro-enterprise loans assessed that are approved by the Belfund 30 training sessions conducted in Micro Enterprise Management Techniques 9364 jobs created by the SSDF	BNTF 9th Programme
		No. of young people certified in leadership No. of young people volunteered in different programmes	60 young people certified in leadership 120 young persons volunteered in different programmes	80 young people certified in leadership 160 young persons volunteered in different programmes	100 young people certified in leadership 180 young persons volunteered in different programmes	100 young people certified in leadership 200 young persons volunteered in different programmes	Beckwith International Leadership Development Programme
		Number of regional and international events / tournaments hosted No of new or enhanced sporting facilities established No. of Sports Facilities with Management Plans developed	3 regional and international events / tournaments hosted 3 enhanced sporting facilities established 6 Sports Facilities with Management Plans developed	3 regional and international events / tournaments hosted 4 enhanced sporting facilities established 8 Sports Facilities with Management Plans developed	5 regional and international events / tournaments hosted 4 enhanced sporting facilities established 10 Sports Facilities with Management Plans developed	5 regional and international events / tournaments hosted 5 enhanced sporting facilities established 12 Sports Facilities with Management Plans developed	National Sporting Infrastructural Development

Sustainable Development and Energy Project Energy

Outcome		A sustainable and inclusive Saint Lucia by 2022					
Strategic Goal							
Strategic Priorities							
Strategic Results							
Objectives	Strategy	KPI	Targets				Initiatives
			2019	2020	2021	2022	
Sustainable Energy Development	Promotion of renewable energy, energy efficiency and conservation	<p>One solar system installed</p> <p>1 video documentary completed</p> <p>8 persons trained and certified</p>	<p>Installation of 200 kw PV system at OKEU</p> <p>Video documentary of project process</p> <p>Training and capacity development in solar PV photovoltaic system installation</p>				Sustainable Development and Solar Demonstration and Scale Up Project
		<p>1.Completion of drilling of 3-4 slim wells</p> <p>2. Feasibility report for geothermal resource development</p> <p>3.Energy bill and regulations drafted</p> <p>Geothermal bill and regulation rafted</p> <p>Piton Management Area bill regulation</p> <p>ESIA Regulation</p>	<p>1. Confirmation of the current hypothetical geothermal resource model.</p> <p>2. provision of evidence provided to guide policy decision on the development of a geothermal power plant.</p> <p>3. knowledge and capacity building to address regulatory, technical, legal, financial, operational and institutional issues supporting renewable energy investment and integration.</p>				Renewable Energy Sector Development Project
		<p>Generation of electricity from the carport</p> <p>Interconnection to the grip</p> <p>Number of solar lights installed in the airport area.</p> <p>Generation of electricity for the solar carport</p> <p>5% reduction in energy cost at Department of Infrastructure</p> <p>3 electric vehicles accessing the port</p> <p>10 mechanics trained and certified</p>	<ul style="list-style-type: none"> • Generation of solar energy at the Hewannora International Airport. • Installation of the Carport with two (2) Level 3 chargers • Installation of PV system in two schools in Dennery <p>Installation of 58 kw carport with 4 electric vehicle chargers at Union</p> <p>Training of mechanics in maintenance and repair of electric vehicles</p>	<ul style="list-style-type: none"> • Installation of 26 new LED Solar street lights 			Hewannora Green Airport Project
		<p>Generation of electricity for the solar carport</p> <p>5% reduction in energy cost at Department of Infrastructure</p> <p>3 electric vehicles accessing the port</p> <p>10 mechanics trained and certified</p>	<p>Installation of 58 kw carport with 4 electric vehicle chargers at Union</p> <p>Training of mechanics in maintenance and repair of electric vehicles</p>				Solar Carport Project

Implementation Framework - Sustainable Development Project

Outcome		A sustainable and inclusive Saint Lucia by 2022					
Strategic Goal		To foster and promote sustainable development at the national level, through research, networking, resource mobilization and reporting, by focusing on chemicals management, climate change and sustainable use of terrestrial and coastal resources.					
Strategic Priorities		<ul style="list-style-type: none"> A national policy, legal and institutional framework that integrates fully the vision, objectives and principles of sustainable development, in coherence and in compliance with Saint Lucia's global and regional commitments, with stronger, more appropriate and updated legislation and procedures when required. An integrated and evidence-based approach to governance in the area of sustainable development, with strong and durable partnerships involving government agencies, the private sector, civil society, academia and external partners. Effective application of science, technology and innovation in support of national socio-economic development and environmental management across sectors. Enhanced and improved knowledge, attitudes, practices and behaviours among all sectors, institutions, groups and communities. Demonstration of the value of the green economy and other related concepts of sustainable development, with an emphasis on livelihoods and the quality of life of citizens. 					
Strategic Results		<p>operationalized</p> <ul style="list-style-type: none"> National Biodiversity Strategy and Action Plan implemented and biosafety framework Management of the emissions and releases of harmful chemicals improved Climate resilience built across sectors and thematic areas Conservation of coastal and ocean resources enhanced Policy and institutional framework for management of protected areas strengthened Science and technology popularised among the general public Small Island Developing States Accelerated Modalities of Action (SAMOA) Pathway obligations implemented <p>sustainable development</p> <ul style="list-style-type: none"> Legislative and policy framework to govern the work of the Department and overall sustainable development efforts enacted <p>Coast)</p> <ul style="list-style-type: none"> Sustainable land management practised in vulnerable terrestrial ecosystems (Iyanola NE Coast) Biodiversity livelihoods established to reduce pressures and drivers of biodiversity loss 					
Objectives	Strategy	KPI	Targets				Initiatives
			2019	2020	2021	2022	
Sustainable Energy Development							Sustainable Development and Solar Demonstration and Scale Up Project
Sustainable Development and Environment	Coordinate chemicals management in Saint Lucia			Percentage change in elimination of ODS (target 35% by 2020)			Phasing Out of Ozone Depleting Substance (Montreal Protocol Project)
	<ul style="list-style-type: none"> Develop voluntary conservation agreements for private lands Operationalise bio-livelihood initiative in the form of Latanye production, beekeeping, cultural heritage tourism Seek endorsement for Land Use Policy Undergo Ecosystem Service Valuations for 3 key ecosystems 		By project end December 2019				Iyanola - Natural Resources Management of the North East Coast
	Establish a National Environmental Information System (NEIS)		100% completion of NEIS by December 2019				Increasing St. Lucia Capacity to Monitor Multilateral Environmental Agreements
	Introduce more cohesive, ecosystem-based approach to development		Project pending implementation				Integrated Ecosystem Management and Restoration of Forest on the South East Coast of St. Lucia
	Comply with UNFCCC reporting requirements			80% of Biennial Update report Completed by 2020			Biennial Update Report (BURI) under the United Nations Framework Convention on Climate Change
	Ratify Kigali Amendment by March 2020			100% of Kigali Amendment Enabling Activities Implemented by 2020			Kigali Amendment Enabling Activities
	<ul style="list-style-type: none"> Integrate the country's obligations under the UNCBD with other related multi-lateral environmental agreements Seek ratification of the Nagoya Protocol on Access and Benefit Sharing 			Endorsement of 2nd NBSAP by December 2019.			Revision of National Biodiversity Strategy and Action Plan and Preparation of the 5th National Report

Implementation Framework - Sustainable Development Project

	Implement regulatory system for ensuring that human activity is managed in line with Goal 3.1 (Protect, maintain or restore the overall quality of the marine environment by managing the impact of human activity on ecosystem goods and services, ensuring biological diversity and the ecologically sustainable use of marine resources) and requirements of the National Environment Management Strategy (NEMS) including environmental and social impact assessment and marine pollution control				Current regulatory system of marine environmental management and requirements of the NEMS are reviewed, gaps are identified and recommendations for improving the regulatory system are made by 2021		
	Adopt national ocean governance policy by December 2021		National Ocean Policy (NOP) developed and submitted for national endorsement	Review NOP principles and ensure guidance is implemented as appropriate Develop novel financial instruments to support the delivery of environmental objectives	Ensure sustainable programme is in place for NOP delivery by 2021 Control and prevent coastal erosion and siltation Develop a marine research strategy including national and regional action Develop capacities, capabilities and partnerships to mainstream key evidence and data requirements set out in marine research strategy Undertake coordinated monitoring and research activities to produce a National Ocean Status report	Develop and implement marine pollution strategy and action plan, including solid waste, point sources from industry, marine pollution from ports, sewage effluent and non-point source pollutants Develop coastal masterplan for the Blue Economy Ensure integration between NOP, NAP and ICZM	OECS Caribbean Region Ocean-scapes Project
	Strengthen the capacity of the National Ocean Governance Committee (NOGC) by December 2024		Confirm NOGC membership	Host regular membership meetings NOGC established, active and membership ToR is aligned with NOP Review legal mandate for NOP delivery across all sectors Increase public awareness, understanding and appreciation of the importance of the ocean, the NOP and the Blue Economy through education and outreach Develop digital tool for public to access information	Host regular membership meetings Develop and implement ocean governance training programme including MPA management, fisheries management, environmental impact assessment and marine spatial planning. Develop and implement regulatory mechanism for third party research permits and arising intellectual property	Host regular membership meetings Develop Blue Economy Strategy and Action Plan including a strategic approach to strengthening public private partnerships and the sustainable use and management of ocean resources Develop a Blue Economy skills strategy Develop and implement national systems of coastal and marine spatial planning Develop appropriate policy, regulatory and voluntary mechanisms and institutional arrangements to deliver coordinated and integrated decision making Develop a process for active public participation in planning, policy and decision making	National Ocean Policy for Saint Lucia

Implementation Framework - Sustainable Development Project

		Develop and adopt a Climate Change Research Policy and Strategy		To be completed by December 2020			
		Develop Measurement, Reporting and Verification (MRV) System			Completed by December 2021		
		Support/ facilitate the development of SASAPs for sectors in collaboration with relevant agencies - ongoing					Resilient building towards Climate Change
		Develop and adopt a Climate Change Private Sector Engagement Strategy		By December 2020			
		Influence content of declarations, decisions, high level interventions - ongoing Enact climate change legislation by December 2020					
		Annual national monitoring, evaluation and reporting on climate change adaptation progress		December 2019 then annually thereafter			
		Reporting under Biennial Update Report (BUR) to UNFCCC			December 2020		
		Reporting under Nationally Determined Contribution (NDC) to UNFCCC by			December 2020		
		Strengthen the capacity of the National Climate Change Committee (NCCC)			December 2020		
		Support the strengthening of the NDA to the GCF			To be done before December 2020		
		Enhance networking & coordination efforts in-country and among select SIDS			by December 2020		
		Attract investment and mobilise climate financing			by December 2020		Develop and adopt Climate Financing Strategy



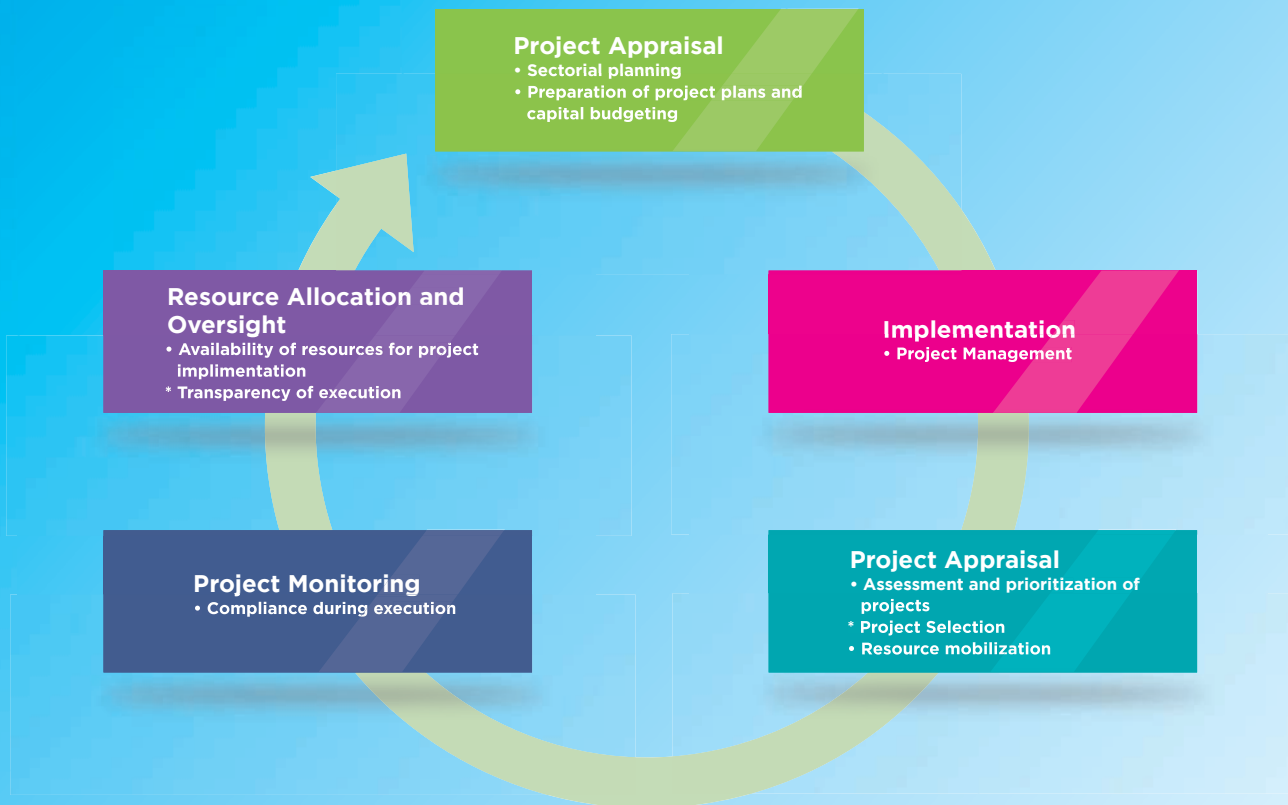
Monitoring and Evaluation Framework

Regular and consistent monitoring and evaluation of the MTDS' outcomes are critical to the attainment of the strategic objectives articulated in the MTDS. To guarantee success in the realization of these targets, data collection and analysis must be strengthened. Data is critical to making informed decisions and monitoring and evaluating progress. To this end, appropriate systems to capture performance and impact data will be established. This will encourage success-

es and best practice to be replicated, appropriate programme budgeting, implementation of corrective measures/interventions and assessment of results to ensure the implementation of the MTDS remains true north. Quarterly project reports, project health cards, medium-term view are the key tools for performance monitoring of priority projects. The monitoring of budget allocations and expenditure is also a critical component of the successful implementation of the MTDS.

In that regard, the realization of the MTDS outcomes must be supported by an efficient public investment management system. A fully functional public investment management system ensures the expenditures for the MTDS are efficient and in alignment with development goals.

The current public investment system is depicted as follows:





The tenets of the monitoring of the MTDS are



Accountability and transparency - this involves oversight and guidance on the implementation of projects with respect to scope, schedule, cost and quality concerns that arise during project implementation

Compliance - ensures project observes guiding policies and standards

Monitoring Roles and Function		
	Department of Economic Development, Transport and Civil Aviation	Implementing Agencies
Compliance Function	<ul style="list-style-type: none"> • Advocacy for the adoption of project management standards for PSIP/priority projects • Revision of performance data and performance issues • Troubleshoot projects and make recommendations for corrective action • Liaise with implementing agencies to institute corrective actions • Provide project oversight • Ensure project alignment with national development strategies and strategic programs • Document best practices from successful projects to include in the advocacy drive for project management standards and practices. • Compliance with donor requirement 	<ul style="list-style-type: none"> • Review of project activities • Ensure proper planning of projects • Provide oversight for contractors/consultants • Development and implementation of project systems • Ensure compliance with project management standards • Design interventions to address project conflict and issues • Continuous engagement of stakeholders/beneficiaries
	Project Monitoring /Oversight committee	Ministry of Finance
Accountability and Transparency	<ul style="list-style-type: none"> • Enforce the adaptation of project management policies and standards for all projects • Liaise with PS committee and Cabinet for adoption of project management practices and procedures • Make recommendations to Cabinet to review or terminate projects for non-compliance with project standards 	<ul style="list-style-type: none"> • Assessment of project resources allocation • Revision of budget allocation and expenditure • Compliance with Finance Act • Ensure MTDS budget is in alignment with development goals



The design of the MTDS was influenced by the principles of Sustainable Development Goals. To this end, the targets established for the realization of the results defined in the Key Result Areas delineate the alignment of national outcomes with global development goals. Hence, the implementation framework is inclusive of Key Performance Indicators that provide for the assessment of the associated impacts of the priority projects on development aspirations. Implementing agencies will collect the requisite data and evidence which will be evaluated by the Department of Economic Development to ascertain the realization of stated objectives.

KRA	Alignment with SDG	Indicator
Agriculture	Goal 2 : Zero Hunger, achieve food security and promote sustainable agriculture	Prevalence of undernourishment Prevalence of moderate or severe food insecurity in the population, based on the Food Insecurity Experience Scale (FIES) Volume of production per labour unit by classes of farming/pastoral/forestry enterprise size Average income of small-scale food producers, by sex and indigenous status Proportion of agricultural area under productive and sustainable agriculture
Citizenship Security	Goal 16: Peace, Justice and Strong Institutions	Number of victims of intentional homicide per 100,000 population, by sex and age Proportion of population subjected to (a) physical violence, (b) psychological violence and (c) sexual violence in the previous 12 months Proportion of population that feel safe walking alone around the area they live
Education	Goal 4: Quality Education	Proportion of youth and adults with information and communications technology (ICT) skills, by type of skill Participation rate in organized learning (one year before the official primary entry age), by sex
Healthcare	Goal 3: Good Health and Well being for People	Coverage of essential health services (defined as the average coverage of essential services based on tracer interventions that include reproductive, maternal, newborn and child health, infectious diseases, non-communicable diseases and service capacity and access, among the general and the most disadvantaged population)
Infrastructure	Goal 9: Industry, Innovation and Infrastructure	Proportion of population covered by a mobile network, by technology
Tourism	Goal 8. Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all	Tourism direct GDP as a proportion of total GDP and in growth rate Proportion of jobs in sustainable tourism industries out of total tourism jobs



Institutional Framework

The realization of the medium term aspirations is intricately linked to effective implementation of the game changer initiatives included in the Public Sector Investment Programme. The execution of projects in Public Sector Structure has been compromised by project systems that do not promote the efficient achievement of project outcomes. Consequently, development partners have consistently lamented low implementation rates. Based on the outcome of the 2017 Public Expenditure and Financial Accountability (PEFA) Report, which assessed economic appraisal, selection, costing and monitoring, the management of public investment was awarded “less than favourable”.

This does not reflect the desired optimum performance of the PSIP and, as such, provides evidence of the definitive need to improve the efficiency and effectiveness of public investment management systems. The undesirable results associated with existing project delivery systems include cost/scope creep, economic waste and negative implications for the credibility of Government, particularly to donor agencies.

A comprehensive multifaceted approach must be adopted to address systemic implementation issues. Some strategic interventions, including training and systems development, have been instituted to ensure the effective implementation of projects. Addition-

ally, a roadmap to strengthen the reform of the PSIP was developed to include a governance structure, change management, technical support and capacity building. Notwithstanding, there is still need to improve accountability and transparency to achieve greater efficiencies in project execution.

The strategy to address the deficiencies in the project delivery process should include:

- a. The adoption of the national standards on project management to promote best practices in the execution of projects;
- b. A system designed for the effective development, appraisal and monitoring of projects;
- c. Clear definition of the roles of each agency involved in the PSIP;
- d. The use of Certified Project Managers and key project personnel in the implementation of the PSIP to encourage effective project management practices to achieve greater efficiency in project execution and optimize project delivery;
- e. Enhancement of public finance management; and
- f. Implementation of the Project Support Facility

The implementation of priority projects in the MTDS requires a whole of government approach. Hence, the effective coordination of key agencies involved in project implementation is critical. The roles and responsibilities

of these key agencies required for implementation of the MTDS are outlined below:

Department of Finance

- Provide budgetary allocations to facilitate the proper utilizations and realization of project outcomes.

Department of Economic Development, Transport and Civil Aviation

- Provide oversight and supervisory leadership throughout the project development and delivery system;
- Liaise with implementation agencies to troubleshoot and provide timely guidance on suitable interventions to address systemic issues that hinder project performance;
- Evaluation of project reports and systems to determine compliance with plans and best practice; and
- Engagement of donor to facilitate the provision of appropriate resources.

Project Monitoring Committee

The Project Monitoring Committee (PMC) ensures accountability and transparency on projects. The PMC is supported by a technical committee, comprising the Department of Economic Development, Transport and Civil Aviation that performs a compliance function, the Department of

Physical Development with jurisdiction over acquisition, and implementing agencies that monitor project activities and systems. The function of the PMC will be strengthened by Cabinet subcommittee to provide policy direction.

Performance Management and Delivery Unit

The overall purpose of the PMDU is to support the implementation of the key priorities over the medium term. The objectives of the PMDU will be to:

- Provide support to sectors in delivery planning to ensure plans are sound, comprehensive and

specific (e.g. detailing milestones, responsibilities and timelines);

- Provide performance insights through monitoring and reporting on the delivery of the top priorities, both through data analysis and regular fieldwork to validate data;
- Solve implementation problems in key priority areas, working closely with leaders from across sectors;
- Build capacity in delivery across the public service through better planning, implementation and knowledge sharing; and

- Coordinate across sectors to ensure effective resource utilization and timely responses to implementation challenges.

Implementing Agencies (Ministries)

- Provision of project plans and development of project systems;
- Resolution of project issues in a timely manner; and
- Provision of project performance and status reports.

Resource Mobilization

The global economic climate and modest rate of economic growth in Saint Lucia continue to exacerbate the realities of tight fiscal space and debt challenges. Small developing States like Saint Lucia rely heavily on grant funding and concessionary loans as preferred financial mechanisms to finance development objectives. Government's ability to generate needed resources to finance the country's developmental agenda is partly hindered by the classification of the country by donor agencies. Saint Lucia's status of "upper middle-income" limits its access to grant financing with adverse implications for the fiscal and debt conditions, as the country attempts to raise its development and growth trajectory.

As grant financing has reduced, the use of "concessional loans" as financing mechanisms from development partners has increased. Though grants are the preferred financing mechanism, continued access to concessional financing offers reasonable alternatives to commercial and market borrowing since they tend to have a much smaller footprint on debt performance.

The prevailing restrictive fiscal environment compels the Government to maximize limited resources. The Government of Saint Lucia is currently engaged in strengthening its project cycle management process, and has benefitted from relevant training from one development partner in this regard. Recognizing the weaknesses in the project appraisal/selection process, a Project Prioritization Matrix was developed to strengthen that process.

The Project Prioritization Matrix (Framework) is utilized to optimize the project appraisal/selection process. It uses weighted criteria for the assessment of projects to determine the priority options in an array of projects submitted for finance consideration. This tool is designed to provide a standard method to systematically assess capital investment projects for inclusion in the Public Sector Investment Programme (PSIP) as the country continues to face resource scarcity. This Matrix builds on the principle of pursuing an integrated, sustainable yet systematic developmental approach to national planning. The extent to which resources (either local

or external funding) can be [or those already] committed to a purpose or to a public investment, is heavily dependent on the fiscal space and debt capacity in any given financial year.

This MTDS will inform decisions for public investment and ensures that Government takes a pragmatic approach to mobilizing its limited resources in order to achieve its overarching goal of national development. This will primarily involve the implementation of this MTDS, achieving true north with the six (6) KRAs and within the execution of a debt management and reduction strategy.

There is a vital link between external funding challenges and continued internal improvements necessary to achieve results, many of which will build on already existing works. The required activities to deliver these objectives have been structured into a series of logical frameworks, providing coherence and plans over the next four (4) years.

Financing of MTDS Initiatives

Relative weak/anaemic economic performance over the past decade has resulted in sluggish revenues collection, while expenditure levels have remained relatively elevated. The results have been persistent budget balances and growing debt, as was mentioned hitherto. Government spending has been concentrated mainly on the recurrent side to finance day-to-day operations, at the expense of growth-inducing capital investment projects. The Government is cognizant of the need to rebalance its expenditure to support the sustained growth objective; and accordingly, is committed to making its spending more efficient and effective.

Resources required for implementation of the MTDS will be focused on bond financing, loans, local revenue, and grants from friendly governments. With limited scope for raising the required revenue to support the development agenda, an active Resource Mobilization Strategy for Saint Lucia will be methodically formulated to mobilize and align land, human labour and financial resources to support priority development programmes and activities. The Strategy Paper on Donor Coordination Engagement is currently being developed. The Government of Saint Lucia, in its conservative thrust for resource allocation and coordinated approach to deepen relations and diversify donor engagement, will, over the medium-term, capitalize on financing from external partners.

The Government is committed to ensuring that funds received from donor agencies are aligned with meeting international, regional and national obligations. Grants are typically received from the Republic of China (Taiwan), Japanese International Cooperation Agency, Caribbean Development Bank, European Development Bank (EU), UNEP, UK/CIF, and the Government of Mexico. Concessionary loans are sourced from multilateral development agencies such as the Caribbean Development Bank, World Bank (IDA) and non-traditional funding agencies such as the EXIM Bank of Republic of China (Taiwan). Other financing mechanisms explored include loans from commercial lending institutions, bonds, tax revenues and treasury bills/treasury notes.

The necessary conditions to optimize financing from the donor community are as follows:

a. Provision of strategic guidance for

national economic development focus;

- b. Appraisal of capital projects, analysis of capital expenditure and revenue streams;
- c. Preparation and maintenance of the Public Sector Investment Programme; and
- d. Assessment of the sustainability of allocation of resources, mapping of the funding sources, and setting of the strategic goals and performance indicators.

The Department of Economic Development will provide coordinated technical assistance to all MDAs on the development of their sectorial development plans, and the design of projects (proposals) to achieve high implementation impacts.

The Government of Saint Lucia has a broad and diverse set of highly qualified, respected external-facing actors across the spectrum of developmental interventions. These include education, health, planning, gender specific and social services located in multiple locations, facilitating both political and technical engagement with partners. The cadre of professional within the government network are aptly placed in various forums to engage development partners to identify and explore opportunities for resources that support development goals. There is need for a framework to develop the institutional capacity to encourage key personnel to actively tap into existing and prospective networks to identify suitable resources.

The strategic prioritization of scarce budgetary resources is integral to the transformative ambitions of the MTDS. Resource allocation is key to determining the aggregate levels of government expenditure over the medium term based on policy priorities. Therefore, emphasis must be given to realizing synergies across programmes and agencies which will redound to greater impact on Government's development goals and optimal resource utilization

Annual Donor Policy Symposium – High-level meetings and fora with the donor community will be convened on an annual basis. These focused engagements will serve three main purposes:

- (1) To present a portfolio of nationally approved projects and programmes for funding support that is aligned with their respective mandate;
- (2) To strengthen strategic partnership with various multilateral and bilateral financing institutions, where institutional experiences and expertise can be better leveraged; and
- (3) To present to donors a scorecard on progress on the MTDS in general.

Financing Opportunities Identified – To carry out the Government's development agenda, the allocation of resources will be specified over the four-year period under the six (6) Key Result Areas recognized as growth enabling drivers for social resilience and economic well-being. Apart from the financing bilateral and multilateral sources already identified, the GOSL is also considering these other mechanisms:

- a. Blended financing: the use of a mixed array of financial instruments to achieve the investment scale and to mitigate associated risk with projects;
- b. Disaster Risk Financing Instruments: given Saint Lucia's exposure to climate risk, the Government will actively pursue accessing the globally available climate financing instruments to achieve its goal of achieving climate resilience;
- c. Public-Private Partnership (PPP): the Government will collaborate with the private sector to advance the development agenda where possible. The PPP modality will ensure effective resource management, project delivery efficiencies and risk pooling;
- d. Bi-lateral cooperation agreements with friendly Governments; and
- e. The Citizenship by Investment Programme: in accordance with the area for capital investment under the CIP legislation.



Debt Sustainability Analysis

In light of the consistent shortfall in tax revenues, Saint Lucia has financed its capital investment through debt financing. Hence, debt has become a critical instrument for Saint Lucia to achieve its development objectives. In that regard, debt must be pursued within a sustainable debt management framework. Accordingly, the Debt Management Strategy is to raise stable and consistent levels of financing at prudent levels of risk and interest rates. In fulfilling this objective, the Government seeks to:

- Diversify the debt portfolio to help reduce inherent risks;

- Increase transparency and predictability in the management of government debt;
- Ensure that government borrowings and guarantees are consistent with the legal and regulatory framework established by Parliament; and
- Develop and implement strategies to support the long-term sustainability of the public debt.

Through the introduction of these explicit debt management objectives, the establishment of a framework is necessary for regular reviewing of

public debt developments, and the ongoing analysis of possible impacts of the Budget on the sustainability of the public debt.

Over the medium-to-long term, the Government aims to limit central government's debt to no more than 60 percent of Gross Domestic Product (GDP). This is the ratio the Monetary Council of the Eastern Caribbean Central Bank has established as prudential. ECCU member states have agreed to achieve this target no later than 2030.

Overview of Public Debt

Total Public Debt as at March 2019 stood at \$3,354.62 million. This comprised central government debt, government guaranteed debt and non-guaranteed debt. Of the Total Public Debt, domestic debt – the portion of the debt owed to residents – accounts for 51.0 percent while external debt – owed to non-residents – accounts for 49.0 percent.

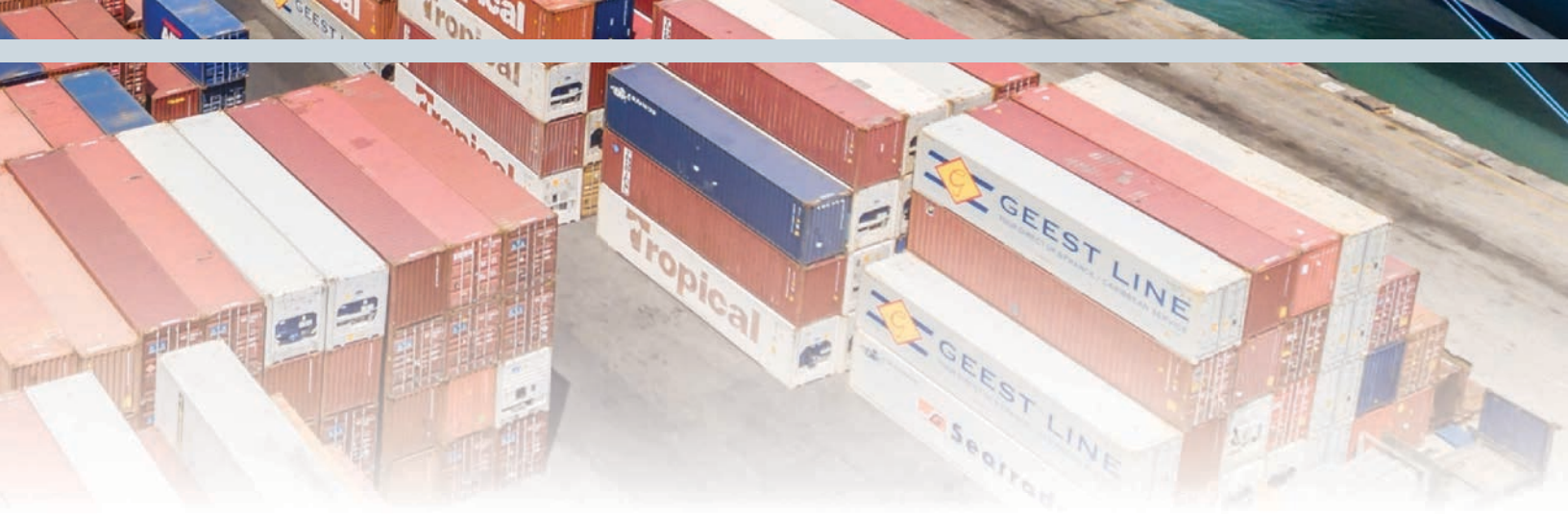
Portfolio Risk Assessment

Government's effort and focus has been centred on reducing interest rate risk, currency risk and refinancing risk. Currently, the interest rate risk embedded in the existing portfolio continues to be at a minimum, as the fixed interest rate for debt accounts for 95.9 percent or \$3,218.2 million of total debt. 3.6 percent or \$119.2 million (of this) is subject to interest rate changes every six months and as a result concomitant to interest rate risk. This debt is being held by the Caribbean Development Bank, International Bank for Reconstruction and Development and the EXIM Bank of the Republic of China (Taiwan).

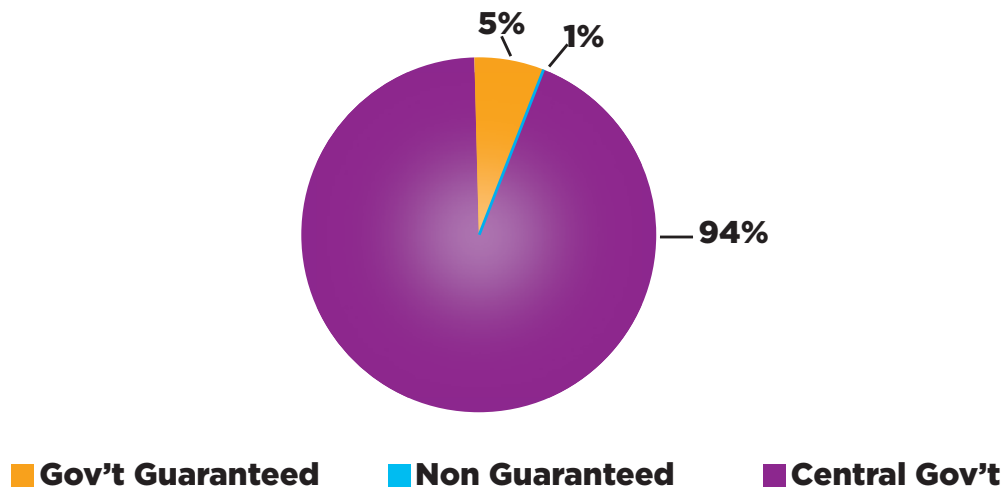
Financing Opportunities/Potential Sources

Saint Lucia is a borrowing member of both the CDB and the World Bank which historically have been its main lending multilateral development banks (MDBs). Fortunately, the strategic development priorities and funding windows of these MDBs are in sync with the current MTDS cycle.

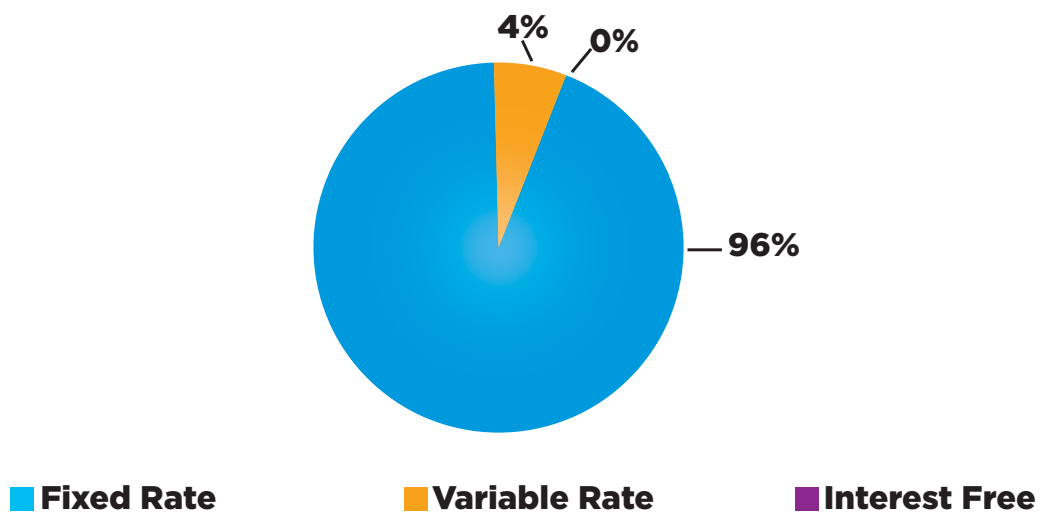
The CDB has allocated a resource envelope of USD \$109 million (XCD \$294.3 million) while the World Bank, through the International Development Association (IDA) 19th replenishment cycle, is making available an estimated USD \$70 million for project implementation over the medium term.



Composition of Public Debt as at March 2019



Interest Rate Structure





Over the medium term, only interest payments within the portfolio are projected to moderately increase, since the grace period on these loans would be on an average of five (5) years based on the OCR and SDF sources of financing. Thus principal repayments would fall outside the scope of the medium term. Therefore, debt service payments are expected to marginally increase in the first year, and gradually in the second and third years, as the loan disbursements are made.

The stock of debt is also expected to modestly increase with loan disbursements. An estimated increase of 0.09 percent or XCD \$294.30 million, which represents the value of the project, is anticipated at the end of the three-year period FY2021/2022. This will have a further impact on the estimated debt to GDP, which is anticipated to slightly increase to 64.6 percent by the end of FY2021/2022.

Both interest rate risk and foreign currency risk in the portfolio are expected to slightly increase also. The percentage of fixed rate debt and floating rate debt is projected to increase slightly as disbursements are made.

	2019/2020	2020/2021	2021/2022
Debt Service Projections without Project			
Interest Forecasts	181	145.5	119.8
Principal Forecasts	140	128.3	120.0
Total Debt Service	321	273.8	239.8
DOD	3,545	3,745	3,945
Debt/GDP	64.6%	64.3%	64.6%
Debt Service Projections with Project			
Interest Forecasts	190.6	179.5	198.0
Principal Forecasts	140.0	128.3	120.0
Total Debt Service	330.6	307.8	318
DOD	3,913	4,481	5,049
Debt/GDP	71.3%	77%	82.7%



Public Communication

Public communication is essential to the management of relationships with project beneficiaries and the perception formed of citizens about policy. Typically, public communication would entail occasional press interviews and press releases. This approach is an indication that public communication has not been treated appropriately in the development agenda. Lack of information on policies and projects influences participation and cooperation by the citizenry. Hence, regular communication will encourage buy-in, transparency and accountability.

Accordingly, public communication will form part of the delivery process of the MTDS. An engagement and communication plan that thoroughly assesses and provides for the information needs of stakeholders will be included in the implementation of the MTDS. Additionally, a media strategy will be developed to promote an understanding of the benefits and outcomes of the MTDS.

The MTDS has been branded with the tag line “Nou Tout Ansanm” which mirrors the theme for the country’s 40th anniversary of independence “All In”. “Nou Tout Ansanm” denotes collectivity and togetherness. The collective approach to the achievement of a common goal is embedded in the country’s “koudmen” culture.

The portrayal of a conch shell in the logo depicts the country’s cultural heritage. Historically Saint Lucians are known to gather in response to the sound emanating from the conch shell. Its prominence is well established in key sectors such as agriculture and tourism.

A newspaper article, promotional material and video documentary on the economic journey of the country from the 1980s will be part of the media strategy. This will be complemented by a social media strategy and the development of a website to provide periodic information to the public.

A series of fora will be used over the medium term to share information and solicit feedback from the populace. The outcome of these fora will inform any adjustments necessary to improve the responsiveness of the MTDS.

The communication strategy will be executed with the intention of ensuring every citizen understands that they play a critical and participatory role in the advancement of the country. Hence, the conch shell represents a clarion call for all citizens to embrace the development aspirations for the country for the period 2020-2023.



Risks and Mitigating Factors

The MTDS anticipates several institutional, climatic, economic and financial risk events that may hinder the realization of the anticipated outcomes. The narrow focus of the strategy on the six KRAs assists with the meticulous assessment and formulation of action plans to mitigate highly probable and critical risk events.

Over the medium term, the Department of Economic Development will strengthen its institutional capacity to better assess, monitor and evaluate projects included in the PSIP. Periodic review of the MTDS will be conducted to ensure responsiveness to prevailing circumstances and to inform necessary adjustments. Additionally, the recommendations and lessons learnt from periodic review mechanisms such as the PEFA will be implemented to address the gaps in public expenditure management. Further, interventions will be developed over the medium term to stimulate inward-led growth in the private sector to mitigate against economic shocks.



A.R.I.S.E.

**Economic growth that is
Accelerated, Resilient,
Inclusive, Sustainable
and Equitably Shared**

**NOU
TOUT
ANSANIM**



