

STRATEGIC DEVELOPMENT PLAN FOR LABORIE



Community members in consultation

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FOREWORD

Development is a change process, which seeks to find lasting solutions to problems experienced by people in their physical and social milieu. Over the past two years, the Laborie¹ Development Planning Committee has been the catalyst for popular participation in decision making about the development of the Laborie Community and Environs. Since it was first convened in 1999, the Committee has held three major Community Consultations, three Sector Consultations and numerous Committee Meetings all aimed at formulating a Strategic Development Plan for Laborie Village and Environs. This initiative is occurring during a period in which our nation faces formidable challenges from issues such as globalization, equity, access to education, sustainable development, health for all the decline of the banana industry, unemployment and under employment and consequent pressures on scarce resources. These challenges require strategic and visionary intervention in an environment where there are inherent tensions between the fundamental development questions of WHAT — HOW — WHERE and WHEN?

Central to the philosophy guiding the Committee's efforts at formulating a Strategic Development Plan for Laborie is that:

- Development is a dynamic process
- People should be at the centre of that process
- Development efforts should be co-ordinated and should be seen to benefit people

This philosophy is epitomized in our theme: **Yon Konmin — Yon Katjil — Yon Mouvman pou Divèlopmàn** (*one community — collective thought — collective action for development*)”

Our process is a novelty in many ways. It transcends the reactivism of the past decades and suggests pro-activism as the approach more suited to development. Moreover, it addresses the notion that real development cannot be achieved through the proliferation of infrastructure in an unplanned, arbitrary and haphazard manner, but is instead the result of a planned coherent and holistic process involving all stakeholders. This is an entirely new paradigm for development that seeks to, in the words of Sir Arthur Lewis, “unleash the creative genius of our people in an effort to chart a course for their future existence. The Strategic Development Plan for Laborie is being developed at a critical period in our development. It affords us an opportunity to change our fortunes and to give the present and future generations of Laborians, both within St. Lucia and overseas, an opportunity to thrive in a safe, healthy and socially and economically viable environment. Moreover, it accentuates the fact that the development of our human capital is critical to our survival in the 21st century. We see our human capital as essential to our economic and social well-being. Therefore our vision for the development of our human resources is that it must challenge all residents to reach their maximum potential so as to be independent and productive citizens. Sir Arthur Lewis reminds us always that **the cure for poverty is not wealth but knowledge.**

Implementation of this plan in its entirety will allow us to manifest our true capability and potential and to achieve real independence as a people on the threshold of the 21st century. A

¹ Note: In this document “Laborie” means the district of Laborie, including the communities of Augier, Banse, La Grace, Mac Domel and the village of Laborie

resident from High Road Laborie (Testanier Highway) once remarked, "We need so many things, we don't know where to start". In a sense, we now know where we should start. We need to start with us. Development is about people. Consistent with this view, the Strategic Development Plan for Laborie and Environs proposes programmes and strategies geared towards:

- Developing the human resources of our community.
- Ensuring that our people are mentally, physically, spiritually and socially well and that quality health care is available to them.
- Instituting mechanisms for facilitating the sustainable socio-economic well being of persons involved in the productive sectors of our community, especially agriculture, fishing and tourism.
- Developing the youth sector of our community through a process of social integration, education and personal growth through sports, participation and cultural expression.

Our capacity to achieve these goals depends on our people's ability to empower themselves through their continuous search for knowledge, their commitment to the vision of popular participation in the development process and the establishment of new institutions or the strengthening of existing ones to manage that process, as well as the development of physical infrastructure necessary to facilitate these. The rules of the game are clearly defined. We must act now to ensure that Laborie continues to fulfill the needs and aspirations of its people for generations, and to play a leading role in the development of our nation.

The Laborie Development Planning Committee wishes to thank and congratulate all those who participated in the formulation of this plan. It is hoped that this document will reflect their views and expectations, and that it will provide an adequate basis for the full participation of all citizens in the realization of this vision. The Committee also wishes to express its profound gratitude to the St. Lucia Heritage Tourism Programme for its generous support to this planning process.

1.0 OUR VISION

We have the vision of a culturally vibrant community where there is continuous improvement in the quality of life and where people are able to enjoy all the basic necessities and to participate fully in the process of development. This vision incorporates the following goals:

- 1.1. Creating a social environment where there is tolerance, respect, discipline, a sense of security coupled with the absence of violence in all its forms, and where conflict management and social solidarity are distinct characteristics
- 1.2. Developing a spirit and a practice of cooperation, with a strong sense of community, where individuals care for each other and for the community as a whole
Providing for the enjoyment of mental, physical, spiritual and emotional health, and strengthening individual and collective ability to produce
- 1.3. Developing an educated people, with skills, creativity, and a sense of entrepreneurship

- 1.4. Fostering a collective understanding and appreciation of our history and culture and of their significance, as well as a sense of collective and individual self-esteem
- 1.5. Co-coordinating the conservation and management of natural resources, a clean and healthy environment, equitable access to resources, and equitable distribution of the benefits derived from the use of these resources
- 1.6. Generating development activities and processes that are sustainable, with a strong, resilient and diversified economy, which makes optimal use of available resources, and benefits from linkages among sectors

2.0 OBJECTIVES

The long-term objectives of this Strategic Plan are to:

- 2.1. develop the community's human resource potential
- 2.2. foster positive attitudes among our citizens
- 2.3. develop a clean and healthy community
- 2.4. ensure that all citizens enjoy quality health care
- 2.5. optimize the use of resources so that the needs of every member of the community can be satisfied
- 2.6. ensure that the use of natural and financial resources is sustainable
- 2.7. develop a general appreciation for the history and culture of the community
- 2.8. develop self-esteem and community pride

3.0 STRATEGIES

- 3.1. A number of general strategies will be used in all activities programmes and sectors: *participation*: people at all levels must be given the opportunity to participate in processes of development. Popular participation is both a goal and an instrument of our development process.
- 3.2. *uniqueness and competitiveness*: the development of our community will rest on our ability to offer competitive products and services. In many respects, this competitiveness will be based on uniqueness. Laborie's development will rest on goods and services which are different from those offered by other communities. It is also recognized that in many cases, competitiveness will demand quality and scale.
- 3.3. *economic linkages and integration*: Laborie Will not develop in isolation, nor will the various sectors of its economy develop independently from each other. The success of this plan will depend on an integrated approach, one which builds strong linkages within and outside the community.
- 3.4. *encouragement of self-help autonomy, initiative and cooperation*: the process of development will rest **on** appropriate attitudes and approaches, within each individual, and within the community as a whole. We must depart from the dependency and individualism inherited from history, and be willing to participate in voluntarism. This process will seek to enable people to reach their full potential, and to work in partnership with others.
- 3.5. *strengthening of community organisations*: there is need for strong community organisations, as partners of government and the private sector in the development process, as mobilizers of local capacity, and as instruments of implementation.

- 3.6. *cultural development*: development is not only a social *and* economic process. It is also a cultural process, which aims at strengthening individual and collective identity, and at encouraging artistic creativity.
- 3.7. *adaptation, flexibility, resilience*: this plan recognizes that development is about change, and that external and internal factors constantly evolve, creating new conditions at every moment. This plan must therefore enable people to adapt to these changing conditions, and to cope with change whenever it occurs, turning crises into opportunities.
- 3.8. *education and awareness creation*: at the root of genuine development is education, which is both a goal and an instrument of this process. All programmes and activities will be centred on strategies which aim at empowering people through information and knowledge.
- 3.9. *enforcement of existing laws*: this plan recognizes that there are many legal instruments which can be used to improve the lives of people. While new legislation may be needed in some instances, it is recognized that priority must be given to the use of the legal instruments which already exist.
- 3.10. *use of media, churches, schools, police, popular theatre and role models*: in all education and awareness efforts, there are many channels and institutions which can and must be used, to ensure that the form and content of messages are adequate and effective.
- 3.11. *enhancement of access to services and facilities*: the plan must *aim* at helping people to access the services and facilities to which they are entitled, and which are essential to their survival, particularly in the health sector.
- 3.12. *enhancement of access to capital*: this plan recognizes that there is need to enhance access to capital which already exists, including finance (credit and attraction of new investments) and technology, and also to attract new capital whenever appropriate.
- 3.13. *integration of all sectors*: social integration is an objective of this plan. In order to achieve this objective, there is need for strategies which combat fragmentation and enhance social cohesion. Special attention will be paid to the participation of the youth, the elderly and challenged people.
- 3.14. *integration of gender dimension*: in all its activities, this plan will integrate the gender dimension, by understanding the differences in the roles and aspirations of women and men, by addressing issues of inequality, and by promoting the participation of both women and men in all aspects of the development process.
- 3.15. *use of information*: the formulation of all development plans and actions must be based on accurate and up to date information, and on a good understanding of both the past and the present. A central strategy of this plan will be to enhance the production, use and management of information.
- 3.16. *systematic development and improvement of skills and capacity* every single step in this process, however small, will be aimed at building skills and capacity within the community.

4.0 SECTORAL PLANS

The implementation of the plan will be centred on five main programmes

4.1. Programme on education and human resource development

The development of our human capital is essential to our economic and social well being. Education must challenge all residents to reach their potential so as to be independent and productive citizens. The objectives & this programme are

- To eradicate illiteracy
- To ensure the equitable provision of quality education at all levels
- To develop skills necessary for the provision of The manpower needs of the immediate community and the nation
- To prepare residents for service at all levels of the society
- To nurture spirituality, morals and values
- To develop a sense of cultural identity, and enhance artistic creativity.

Objectives	Projects and measures	Activities
Eradication of illiteracy and improvement of numeracy	<p>Implementation of a Parent Education Programme</p> <p>Use of volunteers and resource persons in learning centres</p> <p>Creation and use of instruments to test literacy and numeracy</p> <p>Development of continuing education programmes and programmes that address the specific needs of adult earners</p>	<p>Establishment of an umbrella PTO to assist with parent education</p> <p>Establishment of support systems for parents e.g. a programme of home visits for parents and expectant parents</p> <p>Volunteers Assistance project Volunteer Directory</p> <p>Workshop/seminar on the national education plan to facilitate an informed education development plan for Laborie</p> <p>Establishment of Adult Literacy education centres</p>
	Identification and implementation of measures to enhance the teaching-learning process and provision of opportunities for teacher training	<p>Establishment of the following: Homework Hotline</p> <ul style="list-style-type: none"> ○ Community Resource Centre (to include library) in every community ○ Libraries to include resource material in print, computer services and photocopying services ○ Summer Camps

	<p>Provision of special tuition for children with learning disabilities</p> <p>Introduction of remedial teaching</p> <p>Identification and examination of factors that hinder the teaching-learning process</p> <p>Establishment of mechanisms to encourage reading</p>	<p>Provision of after-school lessons for low achievers, particularly in smaller communities</p> <p>Establishment of a single local governing body for all schools instead of individual school boards.</p> <p>Creation of systems to reward and recognise outstanding learners and teachers</p> <p>Identification of children with learning disabilities</p> <p>Improvement/enhancement of teaching resources</p> <p>Search conference on declining male academic performance</p> <p>Study on poor academic performance among children from rural communities</p> <p>Establishment of reading clubs, debating/forensic societies, etc. and campaigns highlighting the importance of reading skills</p>
Equitable provision of quality education and training at all levels	<p>Assessment of manpower/skills needs of the community</p> <p>Establishment of scholarship and grant programmes</p> <p>Encouraging the establishment of foundations</p> <p>Sourcing financial and technical resources for education</p>	<p>Survey of manpower and skills needs (particularly in the South of Saint Lucia)</p> <p>Scholarship Funding Scheme</p> <p>Advocacy for the establishment of an Education Foundation</p> <p>Establishment of an Education Foundation</p> <p>Providing training for entrepreneurs</p> <p>Revising criteria for issuing Government scholarships to ensure more equitable</p>

	<p>Increasing community support for education</p> <p>Identification and accessing of resources to be used to enhance education process</p>	<p>distribution</p> <p>Creation of mechanisms to provide honorarium for volunteers in education programmes</p> <p>Use of mature children to help with homework, classes, etc.</p> <p>Establishment of a school-feeding programme</p>
	<p>Expansion and improvement of educational facilities</p> <p>Building of a sense of community “ownership” of schools, and strengthening of local participation in management</p>	<p>Construction of new and improvement of existing schools</p> <p>Modification of physical school plants to cater to the needs of the physically challenged</p> <p>Introduction of technical-vocational subjects and computer studies at an earlier age in schools</p> <p>Partnership programmes between schools and parents/community</p>
<p>Enhancing readiness of all residents for work and Service</p>	<p>Management/business and entrepreneurial skills training</p> <p>Encourage employers to provide on-the-job self-improvement programmes</p>	<p>Organisation of entrepreneurial skills training workshops (upholstery, computer, plumbing etc.)</p> <p>Creation a ob creation catalogue, outlining potential entrepreneurial ventures</p> <p>Providing starter funds for entrepreneurs</p> <p>Awareness programme to highlight benefits of continuous self- improvement</p> <p>Research on existing work-study programmes in schools</p>

	Combat all forms of discrimination in recruitment and employment	<p>Enhancement of schools work study programmes to facilitate post common-entrance students</p> <p>Establishment of apprenticeship systems</p> <p>Establishment of a system to publicise vacancies and recruitment of personnel when whenever the need arises, and making the information available to both women and men</p>
Development of artistic creation and creativity	<p>Providing training in the arts - music, dance creative writing, art, etc</p> <p>Providing opportunities for artistic groups to perform or exhibit their creations</p>	<p>Establishment of a school of performing arts, including traditional dance</p> <p>Providing training in the arts for teachers</p> <p>Seminars and workshops in art, playing musical instruments, etc.</p> <p>Annual community talent shows! fine arts exhibitions</p> <p>Establishment & art gallery and organization of visits by foreign artists</p>
Strengthening of cultural identity		<p>Incorporation of cultural studies in curriculum of schools</p> <p>Creation of public awareness programmes</p> <p>Cultural productions</p> <p>Promotion of local artistes</p>

Issues to be considered in the Implementation of this programme:

- Local management of schools (School Boards)
- Declining male academic performance
- Addressing the notion of single-sex versus co-ed schools
- Present education system is too exam oriented
- Need to make continuing education more relevant and more attractive
- Opportunities for access to higher education

- Illiteracy among youth
- Inadequacy of secondary school places — community’s role in ensuring that resident students get access to secondary schools
- High cost of tertiary education
- Weak relationship between education received and actual employment.

4.2. Programme on health care and social services

We have a vision of a community with people who are mentally, physically, spiritually and socially well and where quality health care is available. The goals of this programme are:

- To develop positive attitudes among our citizens
- To encourage persons to take greater responsibility for their health
- To make healthcare more accessible and affordable to all residents
- To maintain a clean and healthy community
- To facilitate access to essential social services and public utilities.

We propose to achieve this vision through the following strategies:

- education and awareness of health issues
- enforcement of environmental health laws
- improvement of existing health facilities
- enhancement of access to and use of health facilities, social services and public utilities
- establishment of mechanisms to ensure that necessary/adequate health services and facilities are provided.

The health product will encompass both personal health care and environmental health. This programme has identified a number of concerns:

- People do not seem to understand the importance of maintaining good health
- People do not value the role played by health centres
- There is need for changes in the attitudes of residents towards health issues
- There is need for resident nurses to be available for emergency house calls within a structured system
- There is need for committee/body to liaise with Ministry of Health and to source financing and other resources to be used for enhancement of health product
- There is need to improve homes of the elderly
- The respective roles of St. Judes’ Hospital and health centres in providing health services should be clarified, and there is need for additional health centres
- There is need for collaborative mechanisms between departments within the Ministry of Health and between and among other Ministries of Government.

Some sections of the community do not have access to public utilities

- Some communities have unreliable water supplies
- Public utility companies do not collaborate sufficiently with each other and with other relevant agencies.

Objectives	Projects and measures	Activities
Management	Decentralisation of health	Survey to determine attitudes of

	<p>Improvement of working conditions of health workers</p> <p>Provision of counselling service, particularly for young people</p>	<p>Provision of play-waiting area for children at the Laborie health centre</p> <p>Transformation of health centres into hubs from which health outreach programmes can be launched</p> <p>Improvement of existing doctors Offices</p> <p>Employment of more social workers</p> <p>Directory of 'certified' counsellors (including peer counsellors)</p> <p>Creation of support systems for battered men, women and children, drug abuse victims, AIDS/HIV patients and other such cases.</p>
<p>Improvement of environmental health</p>	<p>Control and management of solid waste at the community level, in collaboration with St. Lucia Solid Waste Management Authority</p> <p>Elimination of defecation (on the beach)</p> <p>Providing for occupational health and safety</p>	<p>Maintaining & extension of opening hours of public toilet/laundry facilities</p> <p>Provision of toilets for homes without any</p> <p>Establishment of mechanisms to ensure that toilets are provided in all houses being built or rented, whether wood or concrete</p> <p>Re-establishment of environmental health aide programme</p> <p>Establishment of mechanisms to integrate recycling reusing, and reducing waste</p>

	<p>Disaster preparedness</p> <p>Enhancement of the physical Environment</p> <p>Co-ordination among and strengthening of individual role of National Conservation Authority, Public Health, Laborie Village Council, police, and Solid Waste Management Authority in enforcement of relevant legislation</p> <p>Control and management of stray animals</p> <p>Ensuring that both raw and prepared foods sold for consumption are safe</p>	<p>Review of existing health legislation</p> <p>Strengthening of community disaster preparedness committees</p> <p>Construction/improvements of emergency shelters</p> <p>Creation/enhancement of local disaster mitigation/management plans</p> <p>Improvement of emergency communication units/systems</p> <p>Construction of drains</p> <p>Construction of footpaths, including one linking La Batwi and La Mar, and construction of bus shelters, particularly at Sapphire-Highway junction</p> <p>Enforcement of health laws and Policies</p> <p>Construction of sub-police station at Augier</p> <p>Education campaign on the need to reduce stray animals and on care of pets and other domesticated animals</p> <p>Establishment of a mechanism for the management of strays</p> <p>Establishment of a dog registration/identification scheme to determine ownership</p> <p>Inspection and certification of slaughter houses, meat vending stalls, bakeries and other food handling establishments at regular intervals</p>
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		Grading system for food-handling establishments
	Addressing social problems	<p>Food handling workshops for food vendors including roadside barbecue vendors</p> <p>Establishment of tribunal/mediatory organisation composed of residents to address minor conflicts</p> <p>Introduction of a programme of 'community policing' Organisation of activities in which different age groups can participate simultaneously</p> <p>Community seminars on conflict resolution</p> <p>Establishment of /enhancement of access to mechanisms which address police misconduct</p> <p>Inspection and certification of hairdressing and barber salons at regular intervals</p>
Providing community with skills needed health sector	Training for health personnel community groups	<p>Training in counselling for health aides</p> <p>Training in sign language for health practitioners and residents</p> <p>Training of nurses as medical-social workers</p> <p>Training in basic first aid for community groups</p> <p>Rehabilitation and training for the disabled</p>

Building community awareness	Health awareness for patients and the public	Population census of Laborie
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	<p>Increasing awareness of environmental health hazards including the reduction of noise pollution</p>	<p>Awareness campaigns on human health issues with particular emphasis on HIV/AIDS, and environmental health hazards such as effects of excessive noise</p> <p>Provision of a VCR and videos on health issues for Laborie Health Centre</p> <p>Home visits to discuss health issues e.g. breast-feeding, etc</p>
	<p>Create awareness of roles of environmental and personal health practitioners</p> <p>Dissemination of information on available services</p>	<p>Public awareness campaign on the role and modus operandi of community nurses</p> <p>Adverts and listings of services available at health centre</p> <p>Public mini-exhibition and blood pressure, sugar, and urine screening as part of community outreach programmes</p> <p>Public meetings about disabilities and how to cope with them</p> <p>Awareness campaigns on available health services for pets</p> <p>Re-establishment of the school health programme to address physical, mental, social and spiritual health</p> <p>Anti-litter and proper garbage disposal campaign</p> <p>Seminar on proper location and construction of pit toilets and sewer systems</p>

Ensuring access to quality	Rationalisation of provision of public utilities so as to secure improvement of water supply,	Formulation of a comprehensive plan for public utilities
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services from public utility companies	access to electricity, transportation services and telecommunication services	Implementation of public utilities plan
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4.3. Programme on agriculture and fishing

We have a vision of a community engaged in diversified, efficient and productive agricultural and fishing enterprises, capable of accessing scarce needed resources, and supporting the sustainable socioeconomic well being of stakeholders.

The goals of this programme are:

- To increase supply of fresh produce (agricultural and fishing) and products for consumption by the expanding tourist industry and the general population
- To facilitate year round availability and consumption of agricultural and marine commodities through the development of cottage industries, agro-processing and storage facilities
- To increase revenue and create employment opportunities in the farming and fishing sectors
- To increase production of handicraft using agro-based raw materials
- To promote agro-tourism as an entrepreneurial product
- To maintain and conserve natural resources

Objectives	Projects and measures	Activities
Development and management of the agricultural product	Crop production	Body or mechanism(s) to co-ordinate production systems Establishment of farmers' co-operatives Establishment of communal farm on Government land for unemployed youth Exotic crops production Vegetable production Fruit production
	Improving crop yields	Mechanisms to identify and treat diseases that affect food crops (e.g. yams) Establishment, strengthening and increasing the capacity of farmer cooperatives! associations or increasing access to

	<p>Increasing availability of input Supplies</p> <p>Facilitating marketing of produce</p> <p>Improving land management improving access to water</p>	<p>organisation(s) that research on improving crop yields</p> <p>Community composting & mulching scheme</p> <p>Mechanisms to facilitate bulk purchasing of inputs</p> <p>Produce shops</p> <p>Promotion of organic farming for niche markets</p> <p>Improvement of existing market facilities or construction of a new, covered market in Laborie Village</p> <p>Increased access to available land Land 'titlement' and registration project</p> <p>Zoning and categorization of land</p> <p>Conservation of watersheds</p> <p>Use of alternative water Sources/supplies (springs, constructed catchments, etc.)</p> <p>Provision of access to national/municipal piped water</p>
	<p>Livestock production & apicultural development</p> <p>Agro-eco tourism and</p>	<p>Broiler and egg production</p> <p>Duck production</p> <p>Small ruminant development</p> <p>Rabbit production</p> <p>Swine production</p> <p>Bee farms and bee sanctuary</p> <p>Farm tours, farm-guest houses</p>

	Agro-cottage development	and bed and breakfast promotion Restaurant(s) eating houses and local Cuisine Processing of farm produce Craft making
	Horticultural development	Flower farms (cut flowers)
Development and management of the fishing product	Marine tourism development	Adapting fishing vessels for tourism activities Construction, improvement, and maintenance of a jetty Sport fishing and Fishing (day) expeditions Canoe paddling, Snorkeling and Scuba diving
	Increase fish supply	Accessing improved fishing vessels and also making use of appropriate technology Provision of improved equipment for fishers Improving landing facilities
	Fish and sea foods cottage industry development and promotion	Provision of storage, marketing and processing facilities for fish and fish products. Seamoss production and marketing Inventory of the natural marine resources Agri-sea food night Establishment of shop selling fishing supplies Creating mechanisms for use of fish waste in compost producing business

		Media advertising of existing agri-fishing businesses
Establishment or improvement of facilities	Establishment of landing facilities Improvement of facilities for meat production	Construction of jetty Improvement of other landing facilities Construction of lockers for fishermen Securing access to services provided by national abattoir Improvement and maintenance of ice processing plant
Preservation and enhancement of environmental quality	Increasing awareness among fishers and farmers of the need to maintain clean working environments, particularly when vending Increasing consciousness of safe and effective use of pesticides and weedicides Managing land use Water catchment preservation and Watershed management Wetlands management Identification and protection of indigenous plants and animals	Improvement of the beach front Workshops for fishermen on food handling Workshops and public education activities Increasing awareness of existing land use policy Creation of utilities map identifying potential, desired sites for utilities - phone booths, utility poles, bus shelters, bins, water lines, hydrants, etc. Establishment of food and fuelwood forests Re-afforestation and tree planting Programme Public awareness campaigns Identification and protection of wetlands Inventory of indigenous plant and animal species including endangered species

	Establishment of lobby to address environmental issues	<p>Propagation of indigenous fruit plants (zikak, bwagwiye, chapoti/sapoti, etc.)</p> <p>Establishment of the wood lot system</p> <p>Support to community-based environmental groups and actions</p>
Capacity building	<p>Conduct of training programmes</p> <p>Organizational strengthening</p>	<p>Training of fishers on safety at sea and improved technology</p> <p>Training in small business management for fishers and farmers and seamoss producers</p> <p>Strengthening and increasing the capacity of the Laborie Fishermen's Co-operative</p> <p>Establishment of a Credit Union revolving fund for young agricultural and fishing entrepreneurs</p> <p>Establishment of a national insurance scheme for farmers and fishers</p>
Education and advocacy	Promotion and production of local produce	<p>Promotion of fishing, among young persons, as an economically viable enterprise</p> <p>Seminars for farmers and fishermen on customer services/relations</p> <p>Seminars on food handling and presentation of foods being offered for sale</p> <p>Seminar on care and handling of milk for dairy farmers</p> <p>Awareness campaign on the sustainable use of resources] targeting entire community</p>

Issues to be considered in the implementation of this programme:

- Need to revise marketing strategies, particularly payment arrangements - farmers have limited access to credit and financing but large businesses/markets in St. Lucia use LPO's
- Need for co-operatives to strengthen farmers position
- Small dairy farmers have no markets/outlets for milk produced
- Agriculture should be linked to tourism
- Education and awareness to ensure that farmers, fishers and processors do not undermine the marketing arrangements established by the co-operatives

4.4. Programme on tourism

We envision a tourism product that is:

- locally owned (in economic, social and cultural terms)
- economically, socially, culturally and environmentally beneficial to all
- well distributed geographically
- authentic and vibrant
- unique and competitive
- based on local economic, environmental and cultural assets

We envisage that the development of the sector would contribute to the development of the national tourism sector and would have direct economic benefits on the local community. It would also impact positively on:

- human health
- environmental quality
- infrastructural development

In order to realise this vision we propose that tourism development be based primarily on culture and cultural expression. The primary components of our future tourism product should therefore include:

- artistic performances
- artistic production (recording studio for example)
- preservation of the architectural and industrial heritage
- interpretation of the various aspects of the cultural heritage
- interaction between visitors and the community
- local food and culinary arts
- traditional village life and culture, in its various expressions

The complementary components of this product include:

- overall environmental quality and attractiveness
- water sports
- natural sites and attractions
- exchanges with communities and organisations in other parts of the island
- sporting events
- other forms of entertainment, particularly night time entertainment

	<p>Transmission of traditional skills and technology</p> <p>Strengthening of cultural organisations</p>	<ul style="list-style-type: none"> ○ New Year ○ Carnival? ○ Jounen Kweyol ○ Sporting Activities ○ Cricket, Football ○ Basketball, etc. <p>Sessions with schools in the form of workshops run by local artists and artisans</p> <p>Tour of communities and sites of traditional technology and skills</p> <p>Membership drive and retreat for cultural organisations</p>
Development and management of complementary products	<p>Provision of incentives to landowners and other persons to develop sites and attractions</p> <p>Preservation and management of natural sites for recreational purposes</p> <p>Provision of a jetty</p> <p>Establishment of a museum or interpretation centre(s)</p>	<p>Inventory and catalogue of potentially marketable sites, features, talents and activities</p> <p>Setting up road signs and street names</p> <p>Provision of comfort stations and related facilities</p> <p>Jetty design, in consultation with stakeholders, and construction</p> <p>Collection of items for display</p>
Promotion of culture related businesses	<p>Marketing of cultural products</p> <p>Education and sensitisation</p> <p>Encourage and provide incentives for private initiatives</p>	<p>Formulation of marketing strategy</p> <p>Dissemination of information on the benefits that can be gained from culture-related businesses</p> <p>Establishment of a unique' nightclub</p> <p>Establishment of disco-school' of traditional dances</p> <p>Establishment of an aesthetic centre' with focus on flora, fauna, dance, and food (Aug ier)</p>

	Support handicraft development	<p>Inventory of skills and resources in the handicraft sector</p> <p>Development of marketing arrangements</p> <p>Provision of training and assistance with quality standards</p>
Establishment or improvement of facilities	Venues for cultural performances	<p>Study of options for the development of venues</p> <p>Beautification and clean-up of Rudy John Beach park</p> <p>Provision of parking space and other comfort facilities Construction of toilet & shower facilities, and changing rooms at Rudy John Beach Park</p> <p>Provision of garbage bins and other waste disposal facilities and services</p> <p>Enhancement of Morne Le Blanc Nature Heritage Site.</p> <p>Development of hiking trails at Morne Le Blanc</p> <p>Construction of a jetty</p> <p>Development/enhancement of waterfall at Mc Diamed</p>
Maintenance of the quality of the product	Formulation and application of standards for events sites, attractions and businesses (in restaurants & accommodation sector)	<p>Research to identify suitable standards, and application these standards</p> <p>Seminars for members of cultural groups</p>
Provision of accommodation for visitors	<p>Expectation of construction of large hotels in the vicinity (Soufriere and Vieux Fort)</p> <p>Provision of support to the creation of medium size hotels in selected locations</p>	<p>Promotion to potential investors, provision of technical assistance in design and project development</p> <p>Conduct of a feasibility study to explore the potential of small hotels, cottages and bed-and-</p>

	<p>(particularly Ti Trou and Sapphire)</p> <p>Provision of support and incentives to the creation of small facilities, such as cottages and lodges</p> <p>Development of camping sites</p>	<p>breakfasts projects in and around Laborie</p> <p>Establishment of a bed and breakfast programme</p> <p>Feasibility study of camping sites</p>
Provision of security and peace	<p>Education of the public on the importance of security and peace</p> <p>Involvement of law enforcement agencies</p> <p>Establishment of systems of self-regulation</p>	<p>Campaign to raise awareness of these issues, and consultation to identify solutions</p>
Preservation and enhancement of environmental quality	<p>Educational awareness</p> <p>Provision of alternative sanitation facilities</p>	<p>Anti-litter campaign</p> <p>Campaign against inappropriate disposal of sewage/faeces</p> <p>Provision of toilet facilities to serve individual homes or small number of homes</p> <p>Establishment/expansion of scheme of roadside caretakers</p>
Training and capacity building	<p>Training programme to develop skills and attitudes required by the sector</p>	<p>Hospitality and customer service training seminars</p> <p>Apprenticeship programme in tourism related jobs – chefs, barmen, maids, etc.</p>
Education and advocacy	<p>Sensitization of policy-makers on the potentials of tourism and the requirements for the development of the sector</p> <p>Education of the Laborie community on the realities of tourism</p> <p>Development of new attitudes</p>	<p>Public meetings</p> <p>Sensitization visits to other countries</p> <p>Publication of information on tourism in Laborie</p> <p>Television, radio, and newspaper supplements and advertisements and articles on tourism</p> <p>Community awareness programme on interacting positively with foreigners and</p>

		being hospitable
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4.5. Programme on youth and sports

We have the vision of a community of young persons who are morally, mentally, physically, socially, and spiritually healthy, and who are socially integrated and contribute fully to the development of their community. The goals of this programme are:

- To educate the youth to develop into well rounded functional citizens
- To put in place relevant mechanisms to consider the youth perspective in all community development activities
- To foster the development of a sense of national pride and international prestige
- To create an environment in which youth talents and creativity would be fully developed with a bias towards generating economic rewards
- To make young people receptive to new ideas and develop critical thinking skills
- To empower youth to be decision makers.
- To foster positive attitudes including valuing voluntarism, in young person&
- To mould young persons into responsible individuals.

In order to achieve these goals, the following strategies will be employed:

- Involvement of the community in the education process
- Involvement of key organizations in the education process
- Establishment of education financing schemes and scholarship facilities
- Establishment and/or improvement of relevant skills training programmes
- Encouragement of use and conservation of available resources
- Implementation of simple viable projects
- Provision of appropriate facilities
- Inculcating values of pride, esteem, etc.
- Institutional strengthening.

Objectives	Projects and measures	Activities
Development of an education sector that is relevant and adequate in meeting the needs of young people	<p>Understanding of the existing education system</p> <p>Formulation of recommendations for the improvement of the education system</p>	<p>Panel discussions and presentations</p> <p>Identifying limitations of the education system</p> <p>Adult education evening programme</p> <p>Remedial teaching programme in schools</p> <p>Scholarship and grant programmes, particularly as a revolving fund</p> <p>Use of youth volunteers in early childhood education</p>

		Youth training in parenting skills
Provision of employment opportunities for establishment of income generating activities/small businesses	<p>Provision of information on sources of funding</p> <p>Provision of information on possible viable economic activities</p> <p>Provision of relevant skills to facilitate successful involvement in economic activities</p>	<p>Discussions on relevant issues</p> <p>Presentation of success stories</p> <p>Study tours</p> <p>Workshops</p> <p>Establishment of an information system/desk where information on employment opportunities can be obtained and where the unemployed can register their qualifications</p> <p>Development of aqua sports</p> <p>Improving accessibility to available funds for entrepreneurship activities</p> <p>Fish filleting programme</p>
Conservation of the environment	<p>Appreciation of and for the environment</p> <p>Involvement of youth in the conservation of the environment</p>	<p>Discussions on environmental Issues</p> <p>Field trips and Presentations</p> <p>“Adopt-an-area” programme in collaboration with the private sector</p> <p>Encourage youth organisations to undertake one environmental project each year</p>
Promotion of social development	<p>Youth empowerment</p> <p>Engendering of a sense of national pride, self-esteem, self-worth</p> <p>Development of desirable work ethics</p>	<p>Establishment of structures allow youth to participate in decision making</p> <p>Incorporation of participation and involvement as skills to taught in school curriculums and other youth programmes</p> <p>Institutional strengthening for youth organisations</p>

	Combating social problems	Awareness campaigns on youth rights and responsibilities
	Creation of opportunities for spiritual upliftment	<p>Inclusion of Physical Education as a compulsory subject in all schools</p> <p>Seminars and workshops</p> <p>More and better advertised summer camps</p> <p>Presentations including lectures and cultural performances</p> <p>Establishment of a facility to recognize the contributions of young women and men</p> <p>Establishment of mechanism to facilitate youth consultation on development projects</p> <p>Dramatic productions, with emphasis on popular theatre</p> <p>Establishment of facilities permitting group exchanges</p> <p>Youth outreach programme, particularly in smaller, more rural communities</p>
Development of sports	<p>Development of proper attitudes</p> <p>Improvement of organizational Structures</p> <p>Creation of awareness of opportunities in sports</p> <p>Development of various sporting disciplines</p>	<p>Sports consultations</p> <p>Organization strengthening workshops</p> <p>Seminars that highlight the economic benefits of sports and the need for professionalism among sportsmen and sportswomen</p> <p>Coaching clinics</p> <p>Counselling clinics</p> <p>Increasing and improving organised competitions among community groups</p>

	<p>Providing incentives for greater participation in sports</p>	<p>Establishment of an insurance scheme for athletes</p> <p>Consistently and publicly recognising athletic achievements</p>
	<p>Provision of facilities</p>	<p>Construction, upgrading, and maintenance of sporting facilities, including upgrading of the Augier Playing Field as Laborie's Premier Playing Facility and the upgrading of the Crossover playing field as the Laborie Village Recreation Centre/Playing Field</p> <p>Provision of Playing Fields at Banse, La Grace, Upper Augier</p> <p>Construction of a youth/Community/Resource Centre in each community</p> <p>Physical education programme in schools that actually teach sports</p> <p>Training of trainers workshops Community sports training Programmes</p>
	<p>Management of facilities</p>	<p>Determining ownership of facilities</p> <p>Establishing management mechanisms for sporting and other facilities serving youth</p>

Issues to be considered in the implementation of this programme:

- Need to consider reflection of community pride, prestige, etc.
- Need to also reflect aim for economic development of youth
- Need to reflect cultural development
- Need for support and resources for sport development in schools

5.0 REQUIREMENTS FOR IMPLEMENTATION

5.1. Institutional arrangements

The implementation of this strategic plan requires new institutional arrangements suited to the needs and conditions of Laborie, and compatible with national policies and structures.

Two general principles have guided the design of these institutional arrangements:

(1) To the maximum extent possible, the programmes and activities identified in this plan will be implemented by existing organisations, whether governmental or non-governmental. Duplication of efforts will be avoided, and all available capacity will be mobilised and enhanced

(2) At the same time, there will be need for one organisation that assumes responsibility for four primary functions: co-ordination, monitoring and evaluation, financing! and implementation of selected programmes whenever there is no organisation capable of performing that role.

5.2. Options for the co-ordinating agency:

In the process of designing this new institutional arrangement, several options were examined:

Option	Advantages	Disadvantages
Laborie Village Council	<ul style="list-style-type: none"> ○ Legitimacy ○ already established ○ access to government resources 	<ul style="list-style-type: none"> ○ boundary restricted to village ○ perceived as partisan ○ dependent on central government ○ not flexible ○ limited funding opportunities
New local government agency whenever established	<ul style="list-style-type: none"> ○ impossible to tell at this stage 	<ul style="list-style-type: none"> ○ impossible to tell at this stage
New not-for-profit organisation established under the Companies Act	<ul style="list-style-type: none"> ○ flexible ○ opportunities for fundraising ○ access to various sources ○ distinct identity 	<ul style="list-style-type: none"> ○ several risks: legitimacy, public and political support, conflict with other entities ○ time required to establish ○ need management skills
Organisation established by an Act of Parliament	<ul style="list-style-type: none"> ○ legitimacy 	<ul style="list-style-type: none"> ○ duplicates Village Council without substantial benefits
Interim organisation pending clarification of status of Local Government reform	<ul style="list-style-type: none"> ○ lessening of risks ○ preservation of options 	<ul style="list-style-type: none"> ○ time frame ○ weak arrangement ○ does not solve long-term needs ○ does not guarantee continuity

The option of creating a new not-for-profit organisation under the provisions of the Companies Act has been selected as the preferred option. It will be constituted as a federation of existing community organisations. In its system of governance (board), the organisation will include representation of central and local government agencies, namely the Ministry of Planning, the Ministry of Community Development, and the Village Council. It will also have the option of co-opting individuals. Criteria will be defined to determine which organisations would be eligible for membership.

The objects of this organisation will be:

- to co-ordinate planning and implementation of development activities
- to mobilize the community
- to raise funds and facilitate access to funding
- to implement selected programmes where there is no other organisation capable of implementing them
- to monitor and evaluate implementation of the plan

5.3. Financing

The implementation of this plan will require a comprehensive financing and fundraising strategy, which include the following elements:

- grants and donations
- community fundraising events and activities
- establishment of an endowment fund in collaboration with the Laborie Co-operative Credit Union
- fees collected from sites and events
- fees collected from services (website, training, information management, project management)
- channeling of funds for community-level projects from other agencies and programmes

5.4. Training and Capacity Building

In order to implement this strategic plan, there is need for a pro-active programme aimed at strengthening the capacity of community organisations and of national organisations operating in Laborie:

- monthly training workshops on a range of topics
- strategic planning and institutional development processes within individual organisations
- establishment of joint services and resources available to all community organisations (financial auditing, information management public relations, etc.)
- “assembly & community organisations, possibly a quarterly public forum where community organisations and concerned citizens can express views and needs, and where organisations can disseminate and receive information on development issues and activities in the community

5.5. Five-year work plan

Over the first five years of implementation of this strategic plan (2002 —2007), focus Will be placed on building institutional capacity at the community level, and on the execution of a number of priority projects, including:

- The creation of a human resource centre with a library, including resources for teachers and home work
- The establishment of an Education Foundation, to provide funding and scholarships, and to support a school feeding programme
- The conduct of a home-visiting and parenting programme, with training of home visitors

- The conduct, in a participatory fashion, of studies on key developmental issues affecting the community, including male academic performance, and the incidence and impact of HIV/AIDS
- The conduct of a survey on the attitude of residents to health issues
- The establishment of a training programming, beginning with a survey of existing skills and a demand survey, with a particular focus on youth skills development
- The development of a role model programme in secondary schools
- The design and implementation of a community environmental education and action programme, including youth competition for environmental projects
- The continued maintenance and improvement of sporting facilities in all parts of the community
- The creation of a communication unit, with vehicle and equipment, and the study of the feasibility of establishing a community FM radio
- The design of a community mechanism for mediating conflicts
- The conduct of a tourism awareness programme
- Cottage tourism development, with an increase in the number of rooms available in the community, and with the implementation of a co-ordinated marketing strategy, including the creation and management of a website
- The construction of a jetty and the beautification and improvement of the beach front at the Laborie Village
- The development and management of natural, cultural and agro-tourisni sites and attractions, beginning with an inventory of these resources
- The preparation of an annual calendar of events, including a monthly cultural night
- The development of crafts, with a crafts centre and selected training activities
- The design and conduct of a project to study and promote the Indian cultural heritage of the community
- The improvement and management of public market facilities
- The development of marine-based cottage industries, including seamoss, and the management of critical marine resources
- The conservation of water catchments and the control of erosion and deforestation

In order to guide the implementation of this Plan priority should be given to the formulation of a land use plan with development guidelines for Laborie.

Glossary of Terms

Adaptation — means to make adjustments to make something more suitable for its purpose

Artistic creativity — refers to activities such as acting or drama, dance, drawing, music (singing, playing a musical instrument, writing music etc.), painting, sculpture, story telling, writing poetry, plays, or stories, weaving, craft making, etc

Autonomy — freedom to govern or make decisions about ourselves

Dynamic — vibrant; active; ever changing

Enhancement — to make easier, to improve

Entrepreneurship — an approach to or method I process of conducting business that is based on team work, using the minimum resources necessary for making a profit, networking with experienced people to add value to the business, creative thinking, putting people and customers first, adapting quickly to change, and continuous learning

Equitable — fair people have fair access to the available resources based on merit or who deserves it most. 'Equitable' does not mean 'equal'

Flexibility — ability to change easily

Identity — what defines us as individuals and as Laborians; personality

Initiative — ability to start things, to undertake things without being directed to do so

Morals a sense of goodness, not badness; right, not wrong; good and right, not bad or wrong behaviour

Numeracy — refers to being able to count, add, subtract, divide, multiply, etc. (just like literacy is the ability to read and write)

Nurture — foster, nourish, bring up; help grow

Resilience — having the ability to recover easily from a setback or challenge, the ability to cope with change

Resource persons (p.6) — people who know a lot about an area either because they are trained in that field or have worked for a long time in that field; these people are therefore in a good position to assist

Sector — part of the community (e.g. the farming sector includes farmers, people who sell at the market, etc., fishing sector includes fisher people, divers, etc., business sector includes stores and shops, restaurants, etc. youth sector includes young people up to about 30 years, education sector includes students, teachers, school managers, etc)

Spirituality — the quality or state or expression of being sacred; relates to what a person believes is sacred to her or him, how a person understands and interprets the world

Sustainable — refers to the idea that something has, worked within it, the ability to continue or be continued, or survive and prosper

Sustainable development — planning and progress that ensures that what is being undertaken now does not destroy other things in the process, and does not compromise the future

Systematic — planned, orderly, methodical

Values — principles, priorities or standards; the things about life or relationships that a person or a community considers to be valuable or important