RAPIDLY POST-EDITED MACHINE TRANSLATION
REGION OF GUADELOUPE
Strategy
GUADELOUPE 2020
Action plan for the region of Guadeloupe for the programming of European Funds 2014-2020
Europe
eace
This document sets out how the region of Guadeloupe intends to work in partnership with the European Union in the framework of the Europe 2020 strategy for smart, sustainable and inclusive growth; it is a dynamic document which will be amended. Thus, this Action Plan presents the main guidelines and strategic choices which might be implemented over the next six years.
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GENERAL INTRODUCTION OF THE OUTERMOST REGIONS

The outermost regions (ORs) — Guadeloupe, French Guyana, Martinique, Reunion Island, Saint-Martin, the Azores, Madeira and the Canary Islands — share of specific characteristics defined in Article 349 of the TFEU. From 1 January 2014, Mayotte will become an outermost region of the EU.

They constitute a single reality and form a whole within the European Union, separate from the other regions of Europe, characterised mainly by:

■ a great remoteness from the European mainland, reinforced by insularity, or even double insularity or isolation. Isolated in their geographical areas and largely remote of the major trade routes, the ORs face the impossibility to take full advantage of the benefits of the EU market.

■ a local market of small scale and, thus, economic dependence on a few products.

■ difficult climatic and topographical conditions, small size, vulnerability to climate change and extreme weather events.

■ a proximity neighbourhood exclusively composed of third countries or a space totally isolated, two strategic challenges in terms of inclusion and cooperation.

The permanent nature and cumulative effects of these characteristics are structural constraints which seriously hinder economic, social and territorial development of these regions. This justifies special and differentiated treatment. If in law Europe recognises the unique case of the outermost regions based on the status of the outermost regions, in practice, its implementation remains mitigated. For this reason, the Conference of Presidents of the outermost regions is constantly advocating a renewed political commitment of the European institutions towards the ORs.

* * *

The Commission Communication of 20 June 2012 entitled “The outermost regions of the European Union: Towards a partnership for smart, sustainable and inclusive growth” updates in five axes (accessibility, competitiveness, regional integration, social dimension and climate change) the development strategy that will accompany the ORs in the fulfilment of the priorities of the Europe 2020 strategy for smart, sustainable and inclusive growth.

Also, in a scenario accomplished, it was essential that are systematically assessed the effects of European policies on the ORs, especially when carrying out impact assessments” (Council conclusions of 14 June 2010). On this basis, the specifics of remoteness ought to be integrated into Commission legislative proposals.
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In this context, the Conference of Presidents of the Outermost Regions reiterates its position expressed at the XVIIIth conference held in Horta (Açores) on 14 September 2012, and which highlights the need to take a further step in the implementation of the strategy as proposed by the European Commission in June 2012, with appropriate sectoral European instruments and dedicated resources. This approach requires relevant, balanced, joint and consistent solutions. The Commission Communication proposes to develop an action plan on the basis of development priorities, all public policies combined. Each action plan will favour, therefore, a synthetic, bottom-up and evolutionary approach, targeting territorial needs and responses to address them.

Not having to date a legislative and financial framework clearly established, leaves number of uncertainties. Beyond these difficulties, and at the time of setting a course for territorial development on 2014-2020, the ORs reaffirm their ambition to boost their economies, to preserve their traditional sectors, to take action in innovative areas with high added value, to create jobs and thus register resolutely in dynamic growth.

By presenting an action plan, the ORs demonstrate their willingness and involvement in carrying out the axes of the EU strategy to assist the outermost regions. This exercise only makes sense if the instruments available are up to the ambitions stated. To achieve the expected results, the outermost regions must also be able to count on the support of all stakeholders.

However, there is no single model of development. If building on the strengths of the outermost regions should be taken into account, this cannot alone address all the challenges to face and correct persistent imbalances. Permanent structural constraints require a differentiated treatment to take account of the realities of the ORs.

This is why the ORs maintain a territorial notion of their own, which is an opportunity to innovative use of European policies.

In this context and within the framework of the agenda to reform policies for the period 2014-2020, the Action Plan is part of a coordinated approach with:

- Strategies of European funds (ERDF, ESF, EAFRD, EMFF) and partnership agreements for 2014-2020;
- Strategies to be developed under other programmes with strong territorial impact, such as POSEI (agriculture and fisheries) whose acquis should be maintained for the future.
- All other strategies developed across the board, whether at European level (notably the programmes for research, environment, education) at national level (national reform programme for example) or at the level of territories (patterns of economic development, transport, among others).

Complementarity and consistency of objectives and priorities of the Action Plan are to be assessed also in terms of legislative horizontal frameworks, in particular the

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1 “(...) each OR is invited to prepare an action plan defining, through objectives and milestones, how it plans to implement the “Europe 2020” strategy, taking into account its individual situation and the various instruments available mentioned in this communication.”
common commercial policy, competition, public procurement and the environment.

AN ACTION PLAN SET UNDER THE SEAL OF AMBITION AND REQUIREMENT

In a context marked by legal and financial uncertainty, the outermost regions expect, to ensure a return to growth, developing sustainable jobs in a socio-economic context today significantly deteriorated.

This exercise is in continuity of their own reflections leading to the adoption of memoranda in 2009 and 2010, and to publishing various contributions to public consultations of the European Commission (territorial cohesion, Europe 2020 strategy, transport, state aid, research and innovation, internal market, maritime policy, etc.).

The joint memorandum of May 2010 adopts an innovative approach and calls on the European Commission to investigate a threefold balance for the outermost regions, while adhering to the strategy it has developed in 2004 on reducing the accessibility deficit, improving competitiveness, and regional integration:

■ a balance between advantages and structural constraints
■ a balance between internal and external aspects of European policies in order to avoid inconsistencies when implemented.
■ a balance between adaptation of European common law policies and the declination of specific sectoral instruments.

The memorandum provides an incentive to ensure that all EU policies, which apply in the ORs, integrate a logic of territorial coherence which goes beyond the new objective of “territorial cohesion” as set up by the Lisbon Treaty. Thus, the ORs can become real relevant areas of testing for a coherent and integrated implementation of Union policies at the regional level, on the basis of multi-level governance (European, national, regional).

The so called “fundamental principles of Cayenne” of equal opportunity, consistency, exploiting the assets and partnership, constitute since 1999 the linchpin of the OR development strategy. They were complemented in 2010 by two new guidelines that are the principles of proportionality and reality of the outermost regions.

If over time the European Commission has highlighted principles of valuation of assets and partnership through communications adopted in 2004 and 2008, it is now necessary to take a further step to flesh out the other principles: equal opportunities, consistency, proportionality and reality.
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Several dimensions must guide the European framework to be established for the 2014-2020 programming and irrigate across all EU policies:

Take into account the status of the outermost regions of Article 349 TFEU, which justifies, per se, an appropriate application, including of derogation, of policies and actions of the European Union to the ORs;

Respect the principles of reality and equal opportunities of citizens irrespective of their place of residence is essential, especially as regards access to equipment and network services (services of general economic interest). Differences in treatment of citizens of the ORs cannot, for example, be explained in terms of territorial or digital continuity. Services of general economic interest are an example of persistence of discrimination, including in the most strategic sectors such as digital, transport, water, energy.

Implement the principles of coherence and proportionality: the successive revisions of the State aid have never incorporated the requirement of consistency between the different purposes of aid necessary for potential beneficiaries. Also environmental regulatory conditions including greenhouse gas emissions in the field of air transport, deserve special attention in view of the situation of the outermost regions, in order to avoid any disproportionate impacts thereon.

With this goal in mind, and contrary to the priority in the European Commission Communication dated 20 June 2012\(^2\), the Structural Funds alone cannot reduce all territorial disparities, let alone respond, alone, to the need for funding implied by the joint ambition of a renewed strategy for the outermost regions. Cohesion policy requires very close coordination with other policies that have a strong territorial impact, in the interests of efficiency and rationalisation of programmes to be put in place.

This action plan goes far beyond this requirement by marking out the routes of a projection strategy which must serve a territorial vitality assumed. But to deploy itself at the appropriate level, this projection strategy cannot be dissociated from a testing strategy: Test, is adapting the framework to the realities of remoteness, is inventing new forms which pragmatically allow ORs to invent their business model of tomorrow. To this strong desire expressed at regional level a true European ambition to the outermost regions must correspond from now on.

It is in this spirit that this action plan aims: to give priority to a business and accountability logic, only guarantee for a smart, sustainable and inclusive economic development.

\(^2\) COM(2012) 287 Final
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Word from the President of the Regional Council of Guadeloupe

We are for several years engaged, as outermost regions of Europe, to a valorisation strategy and accommodation of our specificities in the context of European policies.

Specific status of outermost regions in the EU Treaties, derogation of Community law to adapt it to our regions remote from mainland Europe, additional allocations... the overall progress acquired by our territories —, i.e. Guadeloupe, Martinique, French Guiana, Reunion, Madeira, the Azores and the Canary Islands — after negotiations with Europe, are the fruit of a long cooperation.

This is a lengthy process of defending together our specificities of ORs, with a strong political will, unwavering determination, numerous exchanges with the European Commission, but also based on a wide complicity between our regions...

At the time when the coming European funds for 2014-2020 are negotiated, directly incorporate our issues of outermost regions to the Europe 2020 strategy will be a major step forward in order to take better account of our special needs, because we have at last the floor to state clearly our needs. Our territories also aspire to become competitive, job-creating and environmentally friendly economies by 2020!

Guadeloupe is already fully committed in that process, but the efforts made in recent years to ensure better economic and social development of our region do not yet match the legitimate expectations of our citizens.

Despite the difficulties encountered, Guadeloupe does not lose hope to get through it, with the support of Europe. Also, our specificities need to be taken more into account in European policies.

We must fully use Article 349 TFEU, at full potential; strengthened by recommendations of the SOLBES Report which states “in connection with the setting of a new strategy for the single market, we must (...) ensure the appropriate and systematic use of Article 349 TFEU”.

This Article has for sure provided the legal base for the establishment of a mechanism proper to the ORs, but the heterogeneous realities of Guadeloupe are not
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always fully transcribed in areas such as transport, energy, tourism, or even foreign trade. The compensation casing of additional costs is also limited, since there are currently many regulation locks.
The history of Europe needs to be written more with the outermost regions, on the basis of our own development proposals.
Guadeloupe in 2020 should be a territory where innovation and competitiveness will be in the service of human development. As President of the region, I attach specific attention to humans, which should represent the main concern of public policies.
In the next six years, our territory will need to drastically reduce its rate of unemployment by modernising and diversifying traditional sectors (tourism, agriculture, fisheries) and through significant investment in emerging sectors (ICT, research and innovation).
Each Guadeloupe resident is an important actor which will help us build the Europe of tomorrow.
I will work strongly so as the regional integration of our archipelago is reinforced, by multiplying the economic and cultural exchanges with our neighbours.
I would therefore like to welcome the European Commission’s initiative to further integrate the ORs and take account of our special needs in an action plan specific to each region.
At the dawn of this new 2014-2020 programming, my entire wishes of hope and success accompany this collaborative approach.
Together, let us build Guadeloupe of tomorrow with European funds! Together, let us build the ORs of tomorrow, with a strong European support!
Josette BOREL-LINCERTIN, President of the region of Guadeloupe
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INTRODUCTION

Innovation, sustainability, inclusion: these are the ambitions pursued by the archipelago of Guadeloupe which is fully registered, as to this, in the Europe 2020 strategy and the renewed strategy for the ORs defined by the European Commission.

Insular microeconomics, the main driver of growth of the economy remains household consumption with a tertiary sector which is increasingly important compared to traditional sectors (agriculture, fisheries and tourism). The economic fabric of Guadeloupe shows a strong dynamism marked by a high rate of business start-ups, sign of an entrepreneurial spirit to enhance and support in the future. The territory may also count on its scientific expertise of excellence and its potential for innovation and research which can drive innovation and diversification in various areas and sectors of activity. The archipelago also has a potential in terms of renewable energy and emerging sectors (aquaculture, pharmacopoeia, materials specific to the local context, etc.).

Since 1989, the involvement of the European Union through the Structural Funds, the contribution of national funds and dynamism of the private sector have enabled Guadeloupe fit into a dynamic process of growth. This momentum has nevertheless suffered the impact of the economic crisis of 2008, strengthened by the presence of structural handicaps involving additional costs in the various sectors of activity (transport, fisheries, etc.).

Today a sustainable recovery of economic dynamism must pass through a regulatory assistance at European level including better use of Article 349 TFEU and better support of horizontal programmes, in excess of the Cohesion Fund. It is with this support that Guadeloupe will be able to confront, in the coming years, the main challenges of its development:

In terms of competitiveness: predominantly composed of SMEs/VSEs, most sectors of activities have a need for organisation of stakeholders, of modernising and adapting their tools to move towards a productive diversification. Corporate financing (venture capital) and their investment in innovation projects are limited by the lack of involvement of the banking sector and the low presence of potential private investors.

In terms of social inclusion: the rate of unemployment is particularly high. A significant proportion of people of working age is often required to leave the territory. To this is added a high rate of illiteracy and early school leaving, which leads to inadequate qualification levels of the population.

In 2010, almost 27,000 commercial enterprises (excluding agriculture) were located in Guadeloupe, employing 47,000 employees. The vast majority of them (26,000) are micro-enterprises, primarily active in the trade and construction. Therefore, there is a certain weakness of local productive sphere, which remains fragmented and unstructured.

The various structural handicaps are mentioned in the part Common core of this document.

Nearly 80% in long-term and nearly 53% unemployment among 15-24 years old, Eurostat 2012.

One young person of 18-24 year-olds out of four leaves the archipelago, often due to the pursuit of his/her higher education in metropolitan France and abroad, or is expatriated due to difficult employment access locally.

The action plan of Guadeloupe is organised around three objectives of smart, sustainable and inclusive growth set out by the Europe 2020 strategy. Taking into account these needs, the 5 following specific objectives set for Guadeloupe are:
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In terms of sustainable development: major pressures are carried out on land. Prevention towards natural hazards (strengthening of buildings) and the sharing of knowledge with the surrounding islands subject to the same constraints are major development axes. Guadeloupe nevertheless has strengths and opportunities for growth. In the light of the EU 2020 strategy, this action plan wishes to highlight “the vision of a dynamic and innovative Guadeloupe” where constraints and structural handicaps, if well recognised and accompanied by a regulatory point of view, may turn Guadeloupe into an attractive and highly competitive archipelago.

EU support is necessary for the development of the archipelago, better adaptation of Community rules and greater flexibility of the rules for the use of EU funds is however needed. The economy of Guadeloupe, like that of other ORs, must face a lagging in the economic development compared to the European economy, mainly because of its insular character. Its opening up and greater integration of Guadeloupe in its regional environment is a priority.

It is therefore in the context of the Europe 2020 strategy, and taking into account the realities of Guadeloupe, that the region of Guadeloupe would like, while continuing to modernise its infrastructure, to accelerate the knowledge triangle (research, innovation and higher education) in order to improve business competitiveness, create jobs and promote an ambitious climate and energy policy. Drafted in the context of partnership agreements and the operational programmes (OP) of the funds under the Common Strategic Framework (CSF), the ambition of the Action Plan “Guadeloupe 2020” presented here is to go much further. A wide consultation with representatives of economic and social institutions of Guadeloupe has enabled them to express their concerns, expectations and proposals. This consultation has been expanded with the uploading of the strategy “Guadeloupe 2020”. The number of important replies shows a willingness of the people of Guadeloupe to participate in the drafting of such a document. The strategy “Guadeloupe 2020” is divided into two parts. The first part, more strategic, will set the challenges, strengths and funding priorities, while the second, more operational, will highlight the priorities and development needs identified for the next six years.

The specific objectives of Guadeloupe for 2014-2020
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1. Encourage employment and training in an insular economy hit by unemployment and precariousness
2. Modernise the economy of Guadeloupe and businesses through support for innovation, diversification and integration in the Caribbean basin
3. Preserve, enhance the environment and biodiversity in Guadeloupe
4. Reinforce cohesion and social inclusion by combating violence, social exclusion and poverty
5. Develop Guadeloupe participation to horizontal programmes such as Cosme or Horizon 2020.
Part I
A support of European policies to the “Guadeloupe 2020 strategy”
The main challenges and opportunities of the "Europe 2020" strategy in Guadeloupe

In order to reinforce the dynamism and attractiveness of the territory, European policies have to adapt to the local economic and social reality of the territory. The challenge will be to develop smart, sustainable and inclusive growth in Guadeloupe taking into account the territorial features.

Challenge N° 1: Towards "Smart growth" to modernize and diversify the local economy. The development of competitive advantages in emerging fields represents a promising and realistic perspective in terms of opportunities for growth and jobs. The requirements are, however, numerous to accompany this change to economic diversification.

Insularity. Because of the small size of its domestic market, the archipelago in Guadeloupe is highly dependent on trade with abroad. Main partners remain metropolitan France and the French overseas departments in the region (Martinique and French Guiana). Although Guadeloupe has considerably developed and modernised, there is still a development lagging and the internal mobility problems remain persistent. The crisis in Guadeloupe in 2009 has enabled to better evidence these problems. It nevertheless has also left indelible traces on the economic and social fabric of the archipelago.

Accessibility to the single market is one of the crucial issues. More than 7 000 km separate the islands from the European continent. As OR, Guadeloupe is indeed faced with remoteness and is encountering obstacles to integration. The population have to face high costs in the areas of new information and communications technologies (ICT), transport and energy. Competitiveness and attractiveness are the two key dimensions to economic development. In Guadeloupe, businesses suffer from a deficit of competitiveness linked to their size, the limited size of the market, the difficult access to external markets, high labour costs compared to neighbouring countries and insufficient project engineering. The main challenge will be to develop conditions which are conducive to innovation, opportunities for new growth and improving the competitiveness of enterprises.

ICT face two main brakes that affect directly the economic development:
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- The difficulty of professionals to develop and formalise in a transverse way new forms of organisations in the light of the possibilities offered by information systems and the use of the ICT.
- An infrastructure and technical know-how overall insufficient to ensure to professionals, administrations and users a satisfactory quality and continuity of service.

Challenge N° 2: Towards “Sustainable growth” to protect natural resources.

The archipelago of Guadeloupe can be considered as a synthesis of the different ecosystems present in the range of Lesser Antilles.

Sustainable development. With more than 20 years experience on this issue, the region of Guadeloupe has engaged in the establishment of its regional energy plan, PRERURE. The proactive policy in the archipelago aims to energy autonomy based on research and innovation with laboratories of renewable energy. Success stories can already be mentioned: RTG, innovative software for the energy calculation of buildings; CAP Theodore; OVC vehicles with solar panels or electricity generation via sugar cane fibres (Rebecca). Although 50 undertakings have been able to develop local expertise, the sector continues to be hampered by a lack of prospects of development (training, low demand, lack of land, storage, etc.).

Similarly, greater awareness of the population about ecological and environmental issues is still missing. Strengthening the synergies created is crucial for the economic and social development by 2020.

Protection of the environment. Waste management is alarming: there are often delays in upgrading the existing installations and renewing processing units or recovery of waste units. Selective collection operations are not very effective, even inadequate compared with many wild deposits observed. Furthermore, nearly 5 000 hectares of usable agricultural area (UAA) are contaminated by pesticides, including chlordecone, widely used a few years ago for the cultivation of bananas, and henceforth prohibited. Such pollution contaminates water, aquatic organisms

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9 Renewable energy sources are diverse:
- Geothermal energy is the most productive resource with the power plant of Bouillante. The use of bagasse, in cogeneration with coal, in the power plant of Moule. This energy source presents a development potential limited by the production volume of sugar cane.
- Wind power which is already well-established.
- PV, where projects are slowly emerging.
- Hydraulics, which is limited in its development with respect to its important environmental impact, with the exception, however, of turbines integrated in irrigation water pipes. The valuation of submarine currents is weak.
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and certain productions cultivated on the land concerned. It is a pollution that has a direct impact on the health of the citizens of Guadeloupe.\(^\text{10}\)

Energy efficiency. There is a great potential for valorisation and exploitation of a number of different sources of biomass that exist on the territory. However, the energy consumption of Guadeloupe remains much oriented to carbon. Electricity production for the whole territory currently mainly comes from imported fossil resources (oil and coal), whose growing consumption mainly concerns transport, industry and housing sectors (Guadeloupe differentiates from other DOM as to the importance of the residential sector). Guadeloupe is therefore committed to reduce by 40 % its energy consumption for 2030 and to increase the share of renewable energy to 50 %. However, the increased share of renewable energies remains technologically limited to 30 % of storage possible.\(^\text{11}\)

Natural risks and climate change. The West Indies is particularly exposed to the main natural hazards. With the expected impacts of climate change, such as changes of seasonality, intensification and aggravation of floods, droughts and storm hazards, agriculture and fisheries are often substantially affected. These natural phenomena have consequences on food and water security of Guadeloupe, whose vulnerability is exacerbated by its insular character. Those sectors will have to be assisted in order to deal with such natural hazards. For example, to avoid the problems of drought, hydraulic projects could be created.

Challenge N°3: Develop employment by making higher qualifications and fight against poverty major issues.

Employment and training: To ensure Guadeloupe economy a greater competitiveness, both in its endogenous development and in its development on exportation, it is imperative that the human resources contained in the active population receive specialised, high level expertise, which is a prerequisite for employers. Fault to have a sufficient number of skilled workers, the labour market will continue to exclude, causing significant risks on social cohesion. The European Union’s 2020 strategy, which is based on the creation of a more diversified labour market which can increase participation, finds in Guadeloupe a very favourable reception. With over one-third of the population without qualification, an illiteracy rates which in 2007 was almost 25 %, with an unemployment rate of 22.8 % in 2012 and more than 50 % as regards unemployment among young people, more than a quarter of skilled workers in precarious jobs, 50 % of the population covered by the minimum social income,

\(^\text{10}\) In an article dated 21 June 2010 in the Journal of Clinical Oncology, INSERM researchers show that exposure to chlordecone is significantly associated with an increased risk of occurrence of prostate cancer among men.

\(^\text{11}\) Limit fixed by EDF in order to ensure the stability of the electricity network.
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Equal opportunities. In 2011, the rate of illiteracy among young people is 20.1 %, those in difficulty of reading represent 34 % of the young people in the Defence and Citizenship Day. Devices of action and aid have already been put in place by the region of Guadeloupe for young people in difficulty, students and young graduates, but need to be strengthened. Equal opportunities objective must also involve greater internal and external mobility.

Equality between men and women. At work, women remain worse treated than men. All indicators presented by INSEE, as well as those of the Directorate of Labour, verify the fact. Although wage inequality at equivalent posts is slightly less evident than in metropolitan France, Guadeloupe is no exception to this rule. Violence against women represents a real curse in Guadeloupe society. The region of Guadeloupe signed on 18 June 2013 a protocol with the authorities, social organisations, public institutions and associations to combat violence against women. The region of Guadeloupe must further assist associations which help families in difficulties (nurseries, school support etc.).

Population ageing. The labour market in Guadeloupe will suffer in the medium term the disastrous impact of population ageing, which will result in the reduction of the active population. In 2040, Guadeloupe will have the same number of inhabitants as in 2013 and its workforce, currently at 165 000 persons, will be less than 100 000 inhabitants in the absence of migration inflows. The first effects of what could be called demographic risk should already appear by 2020, imposing, already now, a greater adaptation of the workforce to the labour market and the employment of the largest number of active citizens.

Challenge n°4: Towards a "regional integration" that permits cooperation with neighbouring countries on the economic and socio-cultural component

The geostrategic position of the Guadeloupe archipelago\textsuperscript{12} is an asset for its smart, sustainable and inclusive growth and the EU’s influence in the Caribbean basin. Indeed, the Commission recognises the role of the French West Indies as “ambassadors of the EU in the Atlantic Ocean”\textsuperscript{13} and their capacity to spread the EU “influence” through relations established with neighbouring territories.

In this sense, a strategic change was made by Guadeloupe with a will to participated and be more involved in the exchanges and negotiations on the future of the Caribbean area, in particular through accession in organisations of this zone: Community of the Caribbean Basin (CARICOM), the Caribbean Forum (CARIFORUM), the Organisation of Eastern Caribbean States (OECS), the Association of States of the

\textsuperscript{12} At 600 km from the coast of South America, at 2 200 km from the USA, 300 km from Barbados.

\textsuperscript{13} The outermost regions of the European Union: towards a partnership for smart, sustainable and inclusive growth, COM(2012) 287 final.
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Caribbean (AEC) and the Economic Commission for Latin America and the Caribbean (ECLAC). In the same logic, Guadeloupe wished to have relays within the French diplomatic network in the Americas. Since June 1st, 2013, six staff going on mission to regional cooperation are posted. Likewise, economic-based projects presenting a common interest for Guadeloupe and neighbouring third countries may be organised around various thematic: Public-private partnerships for emerging (pharmacopoeia, biomass, etc.) and traditional sectors (Caribbean organisation of the fisheries market, for example), between others.

However, in order that regional integration is optimal, it is appropriate to identify opportunities for co-ordination of EU financial instruments, bringing them together in a single instrument as advocated by the SOLBES report. Such cooperation may rely on “a 10 % share, ERDF funds allocated to territorial cooperation and which may be spent outside the EU”.

Taking better account of the vulnerability of the economy of the ORs and thus Guadeloupe, should also be made upon conclusion of Economic Partnership Agreements between the EU and third countries. The impact of the EPA concluded with the Caribbean region on LLW remains to be assessed. In line with the Europe 2020 strategy, Guadeloupe must be able to assert itself as a trading and inter-regional hub in the Caribbean.

Challenges which can be addressed through better use of Article 349 TFEU

For further integration of Guadeloupe to the single market (SOLBES report)

On 12 October 2012, Pedro Solbes Mira submitted to European Commissioner Michel Barnier a report containing 22 recommendations on the integration of the outermost regions into the single market. As highlighted in the report, “the ORs are favourable to a market that is adapted and balanced taking into account most of European policies of interest (competition, transport, ICT, research, fisheries etc.), for more consistency and equality. Certain European policies have a difficulty in the ORs and are even likely to generate negative impacts due to a mechanical or disproportionate transposition. Accordingly, the ORs are sometimes penalised or even excluded from the benefits of the internal market. They call therefore for a change of approach in the design of European policies, taking into account their reality and being genuinely based on Article 349 TFEU”.

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14 Guadeloupe is an associate member of the ECLAC since August 2012. The accession process to other organizations is underway.

15 They are based in St Lucia, Panama, Venezuela, Miami, Quebec, and the Dominican Republic.

16 For example, a project, “geothermal Caribbean” has emerged with the Government of Dominica. An opening on other Caribbean countries would therefore enable enterprises from Guadeloupe to have a wider market and recover their investments.
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He stresses thus that there is a series of European initiatives to take account of the specificities of the ORs in areas such as competition, taxation (dock dues), the customs policy, agriculture, research, trade and transport. According to the report, “the Commission’s guidelines on national regional aid (RAG) take into account the handicaps of the ORs and define a series of specific criteria for the granting of operating aid in the regions”. Thus, unlike other regions (Article 107-3 a) in which operating aid must always be temporary and reduced over time and be phased out when the regions concerned achieve real convergence with the wealthier areas of the EU, he suggests that “it is possible to establish in the ORs regional operating aid which is not both progressively reduced and limited in time”.

On competition, and in the absence of an aid scheme, the public support paid to promote the economic development of a sector should be considered compatible with the internal market. The eligibility of public aid is based on Article 107 TFEU.17

- The extension of the Programme of Options Specifically Relating to Remoteness and Insularity (POSEI) to other educational streams, a solution to boost industry activities

(LETCHIMY report)

In his report of 24 May 2013 to Prime Minister Jean-Marc AYRAULT, MEP Serge LETCHIMY recalls the need to use Article 107.3 a). The establishment of mechanisms to compensate for the additional costs of inputs for fisheries and other sectors (e.g. concerted action for the decline in the cost of fuel) implies an extension of the POSEI programme for the fishing products intended for the local market. The possibility to allocate from POSEI including the products marketed locally would offset the extra production costs relating to remoteness and would support local production.

- Recommendations of the European Economic and Social Committee (EESC)

The opinion of the EESC on 20 March 2013 entitled “Communication from the Commission — the outermost regions of the European Union: towards a partnership for smart, sustainable and inclusive growth” also proposes better use of Article 349 TFEU.

In its Recommendation 1.5, the EESC agrees with the position of Mr LETCHIMY and considers that “the POSEI instrument should be evaluated and extended to all agricultural and non-agricultural production of the ORs.” As regards the use of Article 349

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17 2. Are compatible with the internal market:

b) aid to remedy the damage caused by natural disasters or other extraordinary events,

3. May be considered to be compatible with the internal market:

a) aid to promote the economic development of areas where the standard of living is abnormally low or where there is serious underemployment, as well as of the regions referred to in Article 349, in view of their structural, economic and social situation,

c) aid to facilitate the development of certain economic activities or of certain economic areas, where such aid does not adversely affect trading conditions to an extent contrary to the common interest,

d) aid to promote culture and heritage conservation where such aid does not adversely affect trading conditions and competition in the Union to an extent contrary to the common interest,
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TFEU, the Recommendation 1.6 of the EESC stresses that the Article “must be actually implemented in a number of European policies, such as competition, public procurement, fisheries and environment, to take account of geographical realities and climate specific to the outermost regions”.

Finally, the EESC states that “the current reluctance of the European Commission does not seem much justified in the light of the letter of the Treaty”.

Part II
Guadeloupe 2014-2020:
Towards an innovative and competitive outermost region
anchored in its regional environment
Axis 1: Enhance competitiveness and attractiveness of the land of Guadeloupe through economic diversification

Objective 1
Develop emerging industries to boost the entire economic fabric of Guadeloupe

BUSINESSES
Create an environment favourable to the creation and development of businesses and sustainable jobs

• Specific challenges

The negative impact of the global financial crisis and local economic and social crisis of 2009 has profoundly damaged the dynamism of the economic fabric in Guadeloupe. Indeed, even if statistical data at regional level are still fragmented, most economic indicators show that the crisis has not spared the archipelago; slowdown in private consumption, in investment, general decline in business climate...

Guadeloupe companies further face specific constraints (a small market and extra production costs linked to insularity).

Support to VSEs/SMEs (which are the majority in the industrial fabric) constitutes thus a top priority for the development of economic activity in Guadeloupe, in order to enable them to cope with the increasing competition from undertakings in neighbouring third countries. The difficulties of VSEs/SMEs’ access to finance (access to venture capital, low working capital) is a real problem for the development of their activities. These companies are the leading force of local employment.

On the one hand, there is “the lack of working capital, constraints of competitiveness related to national law as well as to Community law, possibilities for adapting the law applicable to enterprises and to economic activities”. On the other hand, “the rules in the area of financial services which apply in the ORs without exception or specific derogations”. Financial services providers operating in the ORs are therefore subject to the same rules and the same audits with providers operating in the rest of the EU.

Support for economic and entrepreneurial fabric of Guadeloupe depends on the establishment of innovation ecosystems (clusters, competitiveness centres, IBST park). This structure in the form of a competence pole can contribute to the development of emerging economic sectors (renewable energy, digital technology, adapted materials, environmental technology, biodiversity, pharmacopoeia, etc.). Business support should also facilitate the

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18 IEDOM, Panorama of overseas, ORs seminar organised by DATAR on 12 April 2013, Paris.
19 Serge LETCHIMY report, page 49.
20 The topic of ICT and research and innovation in hand with the development of sectors
**REGION OF GUADELOUPE**

Production of legal norms accessible and adapted, without however undermining the labour law.

**Create an environment favourable to business creation and sustainable employment**

### Action 1

**Promote the development and maintenance of business economic activity**

- Lift the constraint of 150 km for eligibility for cross-border cooperation that is not appropriate to the geographical context of Guadeloupe.
- Establish a collective structure to support research, development and innovation for the agri-food industry in Guadeloupe.
- Create a regional economic observatory.
- Alleviate the procedure for checking compliance with the State aid rules when granting operating aid under the additional specific allocation from the ERDF.
- Exempt from notification certain types of operating aid, including the compensation for additional costs related to the transport of goods and those for which the amount of aid per beneficiary does not exceed 10% of the annual net turnover.
- Relax the competition rules and aid schemes, it is necessary to establish a specific framework for aid to transport between ORs and neighbouring third countries and territories. This would facilitate trade, promote the internationalisation of businesses in the ORs and facilitate the development of the external dimension of the single market.
- Create a euro-OR certification for the export of manufactured products in the outermost regions.

### Action 2

**Improve access to finance for micro-enterprises and SMEs**

- Establish a dialogue with the EIB Group (European Investment Bank — BE1144) and the European Investment Fund (EIF) to explore the possibility to contribute to improved access to finance for micro-enterprises /SMEs in the ORs by encouraging the creation of proximity investment funds in each outermost region and the development of risk-capital regional markets.
- Create a European micro-credit instrument to promote the

Emerging shall be treated in the following two paragraphs.
RAPIDLY POST-EDITED MACHINE TRANSLATION

business development (who face difficulties to access bank loans).
• Promote entrepreneurship by women by improving access to finance.
• Promote local entrepreneurial activity in neighbouring countries.
• Foster exportation of products and local services to neighbouring countries.
• Assist neighbouring countries in the development of their own legal corpus.
• Facilitate trade, the internationalisation of businesses from Guadeloupe and the development of logistics platforms, public service obligations between the ORs and neighbouring third countries and territories in agreement with the authorities of those countries and territories.
• Establish a specific framework for aid to transport of goods between the ORs and neighbouring third countries and territories.
• Establish a regional body in the agri-food sector.
• Ensure the protection of domestic production vis-à-vis low cost products and services of neighbouring third countries.

RESEARCH AND INNOVATION

Exploit the potential of research and innovation for the benefit of undertakings
• Specific challenges:
  Flagship sector in Guadeloupe, research and innovation still suffer from a lack of support for the structuring and coordination of actors as well as low access and a lack of “overseas” topics in EU funds.
  Develop a partnership approach at regional and EU level

Research and innovation is without doubt one of the most promising sectors of Guadeloupe with the deployment of the more comprehensive overseas package in this area. Infrastructures of excellence (currently totalling to 20) associated with a strong presence of centres, universities and quality research institutes confer to the territory high-level expertise internationally recognised in certain areas.
Its insularity gives it a specifically designated role of experimentation laboratory. The territory is conducive to the emergence of innovation and to the development of a

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21 Research priorities have emerged in the last decade: (Maths and NICT/Humanities, social and legal/Continental and tropical marine biodiversity/Natural hazards/Health in tropical environment/Energy and behaviour of materials.)
In future programming 2014-2020, Guadeloupe should be in a position to rely on its best asset and position itself as the market leader in technological and non-technological innovation. The recognised quality of research teams contrasts, however, with the lack of organisation of stakeholders and tools for knowledge transfer, such as technical institutes, clusters, platforms. This results to a certain lack of co-ordination, individualised performance (rather than a collective pledge and exchanges of view between actors) which limit the innovation process. The recent creation of the competitiveness pole Synerg’tile is to be noted. A better coordination of actors and approximation with companies can have a positive impact: pooling of investment costs, subcontracting of local expertise, gathered in the range of local production, and support for diversification. The utilisation and dissemination of research results remain, however, to be structured.

At European level, in the horizontal programmes of research funding or the one dedicated to business competitiveness, the problems of overseas territories are inadequately taken into accounts, or not at all. Participation in these programmes should however be an asset because it allows to strongly contribute to the integration of research centres in European and global networks.

Regarding private provision inside or outside the territories, it remains limited on supply of service. The emergence of a knowledge economy in Guadeloupe beneficial to the local economic fabric has to steer the R&I world more towards VSEs/SMEs so as to render them more innovative. The phases of test or prototype development before launching remain inaccessible in terms of human, technical or financial resources.

As regards State aid in R&I, the regulations do not take account of the specific features of the territory. R&I is also affected by the effects of remoteness, the narrowness of the territory, the difficult weather aspects and extra costs. These costs are linked to the problems of critical mass; with limited technical expertise and the saturation of small research teams, Guadeloupe should make use of external contractors. Similarly, it would be appropriate to help local providers, few in number, to obtain a national or European certification for counselling in innovation, the aid for the counselling being taken up at the rate of 100%. Private or bank investment is very low on innovation projects. Investors prefer focusing on projects having a profitability in the short term.

In its strategy of intelligent specialisation for research and innovation by 2020, the region of Guadeloupe seeks to promote actions of awareness-raising.

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22 In terms of human resources, the mobility of researchers is struggling to take off while the University of the West Indies and Guiana (UAG) suffers from a lack of attractiveness. Furthermore, the UAG has to face a lack of expertise in management of innovative projects.
and information of general interest to develop a culture of innovation in all actors (banks, investors, citizens, civil society, TPEs/SMEs etc.). Dissemination of results will be done to a large audience for a collective ownership of this process of innovation. The aid intensity rates calculated during testing and demonstration, but also to set up and manage clusters, would constitute significant support for the sector.

The future financial programming 2014-2020 should encourage the consultation process implemented in 2009 and help remove all technical, human and financial brakes which block the innovation process.

### Exploit the potential of research and innovation

<table>
<thead>
<tr>
<th>Action 1</th>
<th>Strengthen the partnership approach and structuring of networks of actors</th>
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<tbody>
<tr>
<td></td>
<td>• Encourage the structuring of patterns of collaboration between networks for innovation to develop effectively</td>
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<td></td>
<td>• Implement territorial intelligence</td>
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<td></td>
<td>• Coordinate strategies of various public and private stakeholders</td>
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<td>• Structuring of the innovation chain</td>
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<td></td>
<td>• Optimise the use of technical means of the different actors</td>
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<td></td>
<td>• Develop clusters and business incubators</td>
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<td></td>
<td>• Develop clusters, technology-poles such as the initiative Synergîle.</td>
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<tr>
<th>Action 2</th>
<th>Enhance local research and dissemination</th>
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<tbody>
<tr>
<td></td>
<td>• Develop an innovation culture of all actors through awareness-raising and training for entrepreneurs and those responsible for innovation</td>
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<td></td>
<td>• Promote “incoming” and “outgoing” mobility of researchers</td>
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<td></td>
<td>• Support the placing on the market of innovation products: grants, market studies and promotional expenses (marketing plan)</td>
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<td></td>
<td>• Ensure that greater account is taken of the particularities of Guadeloupe in the Common Strategic Framework for Research and Innovation (CSF): the strategic objectives of the actions for funding research and innovation and projects of tenders launched in the wake should pay more attention to island and tropical research potential.</td>
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<tr>
<td></td>
<td>• Development of local research results</td>
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<td></td>
<td>• Setting up of tools to foster innovative enterprises (techno poles, incubators)</td>
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<th>Action 3</th>
<th>Support links between R&amp;I</th>
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<tr>
<td></td>
<td>• Encourage companies to invest in research/development, basic research and innovation</td>
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</table>
REGION OF GUADELOUPE

- Build bridges between businesses and researchers
- Support to the seed stage of innovative projects through adapted technical, managerial and financial support
- Establish a collective R&D&I support structure for Guadeloupe businesses by creating a technology centre

Regional integration through research and innovation

- Pool resources, financial costs for the project of the technology centre
- Foster exchanges with researchers from neighbouring countries of the Caribbean
- Implement projects and research programmes jointly with neighbouring countries
- Promote “incoming” and “outgoing” mobility of researchers networking with research centres around
- Promote knowledge-sharing towards similar problems

and VSEs/SMEs

- Allow the European Union to be based on Guadeloupe and the ORs to strengthen its place in the global fight against climate change through the creation and reinforcement of networks and weather systems in cooperation with neighbouring third countries

INFORMATION AND COMMUNICATION TECHNOLOGIES (ICT)

Improve access to ICT for citizens and businesses

- Specific challenges:

Access to reliable and cost-competitive electronic communications networks is crucial for the development of competitive sectors in Guadeloupe. Reliability of the infrastructure needs to be strengthened. Interventions in this area should allow an empowerment of individuals, improved competitiveness of firms and the efficiency of public administration. Improving conditions for using these technologies and sharing of data will increase the attractiveness of the territory compared to neighbouring countries. It is appropriate to support the strategic cooperation projects aimed at strengthening e-skills and the use of ICT in education and training institutions. Public support, in particular for the deployment of the necessary infrastructure, has made it possible to correct market failures. It has also helped to open up digitally the territory by connecting it to the global network.

Broadband will have to be deployed throughout the territory. The use of digital printing will provide innovative solutions to all socio-professional groups. This use will also provide for improvements in the field of health (by making access to basic care easier for the most remote); access to public services (by rendering them paperless
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with public access points and online provision of services); distance learning. Support for associations of professionals in digital channels must allow the development of inter-enterprise cooperation (association, export grouping, clusters, pools of enterprises);

Improve access to ICT for citizens and businesses

Action 1
Develop the territory

• Develop the digital economy by strengthening the use of ICT in public administrations and businesses
• Establish a strategy to modernise the equipment and infrastructure of the territory
• Increase the offer of very high speed Internet
• Promote businesses active in ICT among the general public

Action 2
Democratise the use of ICT in the public and private sectors

• Enable companies and citizens to benefit from ICT in the areas of research, training and public services.
• Bring down access prices to unlimited internet and telephone by opening competition through financing pass terminals.
• Establish a favourable tariff policy for mobile communications (roaming services).

Regional integration through ICT

• Promote cooperation with the neighbouring countries of the Caribbean using ICT

Objective 2
Modernise traditional sectors in order to develop local production TOURISM

Develop a dynamic, attractive, diversified and sustainable tourism • Specific challenges: Tourism has to face serious difficulties linked to a strong competitive context since several years. Indeed, there is a differentiation of total wage bills which account for between 40% and 45% of the operating cost against 15% in neighbouring countries. However, there is a real development potential of the tourism industry in Guadeloupe, in particular on sustainable tourism.
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Its development needs to modernise and adapt tourism equipment and structures in order to better respond to the new tourist standards. To face the competition of neighbouring islands, the diversification of tourist products is one of the engines of growth in this sector. Green tourism, eco-tourism, rural tourism, agro-tourism... are innovative forms of tourism finding their natural places in the landscape of Guadeloupe. The diversification of tourist products of the islands of Guadeloupe calls for support of professionals with an offer of suitable training. All this can lead to a diversification of income for farmers and fishermen, in particular in the context of the development of agro-tourism and pesca-tourism.

Similarly, intraregional tourism can offer even more attractive tours for the new tourists. Under the Sustainable Tourism Zone of the Caribbean (ZTDC), multi-destination tourism development would allow, through new projects, to strengthen links and connectivity with the Caribbean countries. Improving the quality of formation for companies and tourism professionals would help optimise the conditions for accommodation and tourist stays in the context of the development of sustainable tourism.

**Action 1**

Stimulate the supply of tourist accommodation and increase the average level of quality of proposed deliverables

Finally, the use of ICT would allow to innovate in the sector and highlight tourist sites on the internet and in the media.

**Develop a dynamic, attractive, diversified and sustainable tourism**

- Assist the transformation of the existing Hotel park
- Bring the hotels at the level of international standards
- Assist the creation of high-end structures
- Foster the emergence of small hotels of Creole character, diversify forms of accommodation (youth hostel, mountain huts, rest houses....)
- Promote a more homogeneous range of services

**Action 2**

Improve the supply of tourism product

- Adjust the offer of tourist accommodation at the North American customers’ demand

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- Improve cruise passengers’ reception
- Improve taxi services
- Restore and develop spa tourism
- Improve the hiking product (improvement of the existing circuits, development of new paths, enriching housing conditions, make an inventory of sites, tracks and operational guides, use a suitable identification form)
- Develop handi-tourism creating infrastructure which would receive persons with reduced mobility and people with disabilities (accessibility of beaches, of tourist sites, car rental...)
- Develop cultural tourism and tourism of older people

**Action 3**

Establish a strategy for the development of international tourism

- Develop public awareness activities for the protection of tourist sites
- Create a POSEI type device for the tourist industry
- Diversify the source of tourism flows of Guadeloupe
- Continue the search for strategic partnerships and operators
- Encourage the creation of clusters of tourism and poles of excellence
RAPIDLY POST-EDITED MACHINE TRANSLATION

- Reinforce the attractiveness of Guadeloupe by improving infrastructure on air and land transport (modernisation and extension of the current airport Pôle Caraïbe in Pointe-à-Pitre, improvement of the port of Basse-Terre), further integration of the Basse-Terre by a promotional coupling.
- Exploit the historic heritage (construction of a museum dedicated to slavery “Memorial Act”, project museum Christopher Columbus, project Caribbean village)
- Strengthen the role of heritage and landscape: burying of networks, development of frameworks, creation of vegetated ‘windows’
- Improve urban function and quality of the living areas: landscape and architectural charters, soft traffic, environmental quality
- Encourage the creation of international Festival and events (the Creole blues music festival in Marie-Galante, the jet ski World Championship offshore Karujet)

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Raise awareness through publicity campaigns on the art of hospitality, knowledge and heritage enhancement of Guadeloupe

Regional integration through tourism

Strengthen training of professionals in the sector. Promote and assist in the conservation of the culinary heritage. Restore biodiversity of the tourist natural areas. Encourage the development of e-tourism

Facilitate trade and increase the links with the islands of the Caribbean and Europe

Promote the development of a multi-destination tourism with neighbouring countries

Improve the connection in transport (aircraft, ship) with countries of the region

Action 4

Support for the conservation of culture and innovation in tourism

Develop tourist circuits within the zone. Promote the creation of a Caribbean network of marinas

AGRICULTURE

Diversify and strengthen local production

- Specific challenges:
  Agriculture is a high-potential sector but whose strengths are still to be exploited. The sector calls for “Support for diversification, modernisation of farms and support to the production, processing, marketing and supply of agricultural products”. It is appropriate to support the main assets of the sector (marketing in short circuit, traditional production, biodiversity, mainly pharmacopoeia) via a transfer of knowledge (advice, training), the dissemination of techniques, promotion of products from the region of Guadeloupe on local and external markets (identification, labels, communication).
  The ageing of the farming population also reflects a need for renewal of farmers, especially by raising awareness, promoting the farmer job profile to render the sector more attractive (training, innovation, research and development, knowledge transfer).
  Similarly, the implementation of aid for the setting-up of young farmers, of assistance-counsel-formation services and of assistance to the transmission of agricultural holdings

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(financial tools, start-up support, easing of steps, technical support) should facilitate access to the profession.
Overall, the maintenance of agricultural activity requires significant support for the investment for modernisation and adaptation of plants to health and climate risks, as well as support for the establishment of a system to assist businesses in tropical rural environment.
Access to European surface would also reduce obstacles linked to the situation of the land.
Crop diversification and sector structuring\textsuperscript{23}, although stammering, is an ongoing process. The presence of research structures, technical centres/institutes, training and education networks and the implementation of agricultural innovation and knowledge-transfer networks (RITA) in 2011 contribute to creating a forward momentum within the sector.
The brakes of the agricultural sector and related sustainable development issues (better water management, agricultural waste, development of innovative practices, the quality approach, green chemistry, the reduced use of plant health products), if fully taken into account in future programming, should help to a productivity/sustainability conciliation in the territory.

**Assist Guadeloupe agriculture towards a diversified agriculture**

**Action 1**

**Support investment in competitive agricultural holdings**

| • Strengthen quality infrastructure on land consolidation, irrigation and renewable energy supplies |
| • Facilitate access to funding for the installation, access to equipment, training, operation restructuring |
| • Encourage restructuring of agricultural holdings experiencing many structural problems |
| • Animate territories and provide project engineering |
| • Support project organisers and monitoring of the undertaking. |
| • Develop counselling on economic and environmental performance of the agricultural holdings, forestry micro/SMEs in rural areas |
| • Protect agricultural land: valuation of the unutilised agricultural land, followed by the retrocession of remaining stock of the land reform, |

\textsuperscript{23} Crop products other than banana and sugar cane account for almost 40\% of the value of agricultural output. Mainly destined to the local market whose needs, however, they cover only in part, they have to make major efforts in quality and regularity of supply. The mastery of irrigation, sanitation and the commercial organisation constitutes the major challenges for development of crop production. Melons and floral productions are the only diversification products having been able to conquer export opportunities. Moreover, the low level of training, relatively high age of farmers, strong climatic, technical and health constraints, high production costs, and a small local market hinder the development of these sectors of diversification. Farming faces a deep crisis, with the exception of the egg sector, with the failure of the producer organisations and the situation of the slaughterhouses, where modernisation has been delayed. However, local consumption offers a substantial potential for fresh produce quality.
<table>
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<tr>
<th>Establishment of an observatory on land</th>
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<tr>
<td><strong>Promote sustainable agriculture</strong></td>
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<td>Develop mutual insurance systems and better risk management at farm level</td>
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<td>Foster lifelong learning and vocational training in agriculture and forestry.</td>
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<td>Promote training for operational management</td>
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<td>Train the new generations to adapt farming practices in respect for the environment</td>
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<td>Facilitate generational renewal in the agricultural sector, by improving the image of the profession, particularly through general support and access to land</td>
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<td>Further analyse chlordcone impacts</td>
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<td>Increase knowledge of the media and the measurement of impacts in conjunction with the environmental and climate challenges</td>
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<td>Reduce reliance on inputs</td>
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<td>Develop forest-based industries ensuring good management of the resource</td>
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<td>Improve water and soil management</td>
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<td>Structure in ways of treating agricultural waste</td>
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<td>Develop organic utilisation of waste</td>
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<td>Support the association between agriculture and production of renewable energy: facilitate the supply and use of biomass</td>
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<td><strong>Action 4</strong></td>
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<tr>
<td><strong>Promote local production</strong></td>
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<tr>
<td>Promote innovative projects in retrofitting sustainable agro-forestry systems</td>
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<tr>
<td>Promote local productions (labelling, certification, identification, advertising) and strengthen food security</td>
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<tr>
<td><strong>Knowledge for agriculture innovation</strong></td>
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<td>Better integrate primary producers into the food chain with promotion in local markets and short supply circuits, producer groups...</td>
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<tr>
<td>Improve knowledge transfer in a research-development-formation framework</td>
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<tr>
<td>Structure agricultural sectors, mainly rural world businesses involved in innovative fields</td>
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<tr>
<td>Foster dialogue and synergy between the various RITA and different actors in R&amp;D, as well as with the different plans and</td>
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schemes developed or in the process of development (SRCAE, PRAD, PRERURE...)

- Promote the recognition of the problem of the Tropical Crop Science in the EU institutions so that it meets the standards
- Promote the experiments in a cooperative context
- Promote the dissemination of research results
- Develop higher value-added products and ensure their promotion
- Developing a platform dedicated to innovation, support for project promoters, the promotion of local products on the market and export
- Foster the diversification activities that can create jobs in agricultural holdings (accommodation, catering, processing of agricultural products, craftwork...)
- Work on issues of reconversion
- Reduce dependence on imported products

Regional integration through agriculture
Support diversification of agricultural production

Action 6

- Strengthen cooperation on health issues such as cercosporiosis

FISHERIES AND AQUACULTURE

Treat Guadeloupe fisheries in a dedicated component “PCP PRU”

- Specific challenges:

Important sector in terms of employment and pelagic fishery resources, fishing is an area with strong potential in Guadeloupe but which is subject to inappropriate regulatory and financial constraints non-adapted to the island character of the territory. It is a small-scale fishing whose added value significantly weighs in the island’s economy with, in 2011, a total production of 10 000t, i.e. approximately EUR 80 million on the basis of 878 vessels and 1677 persons employed. Although 70 % of the production is directed to the local market for direct sale, it does not, however, achieve to satisfy local demand, which represents almost 16 000 t/year. Like the agricultural sector, the fisheries sector is also affected by pressure on health issues and poorly maintained infrastructure. Lack of modernisation leads to a concentration of activity mainly on coastal zones. A
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Redeployment of activities at open sea via selective fishing with FAD\textsuperscript{24} would diversify the activity and relieve extensive exploitation of coastlines. The latter activity is, however, subjected to inadequate measures which prohibit public funding of vessels and aid for construction. Indeed, this is the main attachment point on the European fisheries policy which is aimed at reducing fishing capacity\textsuperscript{25} and therefore stopping aid and modernisation of existing systems, which is in total contradiction with the specificities of the territory. Adapting EU regulation to the specificities of the territory is also requested.

The support for structuring the sector means the deployment of measures for training and professionalization of the sector. In terms of sustainability, combating invasive species (algae, lionfish) and the preservation of the quality of water are key challenges to reduce degradation of the fishing zones. Following contamination of water by chlordecone, part of the coastal zone was closed to fishing by prefectoral decree.

With increasing demand locally, areas on the high seas not operated with pelagic fishery resources not yet known and the development of sustainable practices, the fisheries market remains very attractive and of high economic potential. A structuring process downstream and upstream is ongoing and requires support at European level. The development of sectors in terms of investment in infrastructure and downstream sectors, structuring and developing sustainable management of resources are key issues for the organisation of the sector.

Similarly, the validation of the creation of a European POSEI-Fisheries programme opening the possibility of funding the development of distribution channels and an enhanced regional cooperation provide an opportunity for development of the sector. In addition, aquaculture is an emerging sector which could limit constraints related to fishing in coastal areas. A section on aquaculture should therefore be included in the “POSEI-Fisheries” to help the structuring of the sector in steps similar to those of livestock.

Aquaculture can appear as a solution in addition to local fisheries against the trade deficit in fishery products observed in the EU, in France but also in Guadeloupe. A sector for the future which can respect the environment and be eligible for labelling “bio”, aquaculture requires however a considerable investment in the long term, which requires institutional support and technical assistance more consistent to the expression of its full potential.

\textsuperscript{24} The fish aggregating device (FAD) has the advantage of reducing the pressure on coastal resources. There are also regional basin competition not subject to the same standards of quality, high production costs (fuel: gas oil and petrol at 1.07 EUR/l on April 10, 2012) and “black” or pleasure fishing on a so-called “captive market”.

\textsuperscript{25} Indeed there is genuine overfishing in the Mediterranean, but this is a situation different to that of the Caribbean.
Treat Guadeloupe fisheries in a dedicated component “PCP PRU”

Action 1
Develop and modernise jobs in the sea

- Endow professional organisations of human resources to implement development programmes necessary for a dynamic activity
- Promote aquaculture and place research at the service of development of jobs in the sea
- Create a market of regional interest
- Develop a financial engineering suited to fishing
- Put an end to the “exclusion of the fisheries and aquaculture sector from aid for freight in cooperatives of supply and fish farms; for aquaculture, assist as to additional costs on the supply of food supplements
- Restore dedicated public funding for small-scale fishing vessels on the grounds of safety, the take-over of catches, continuation of the redeployment of fishing efforts towards pelagic fishery resources in the open sea. Guadeloupe also calls for the restoration of public financing of FADs so as to enable small-scale fleets to access pelagic fishery resources
- Have mechanisms in place for the prevention and the specific treatment of natural disasters to which Guadeloupe, and especially the fisheries sector, are geographically exposed (hurricanes, tsunamis, earthquakes, volcanic eruptions, etc.).

Action 2
Establish a fisheries POSEI

- Increase the competitiveness of the fishing industry in Guadeloupe
- Allow the extension of the compensation to all additional costs facing the fisheries and aquaculture sector
- Establish a scheme which must incorporate devices of aid for equipment (fillets, trawls, buoys, navigation equipment, packaging boxes, etc.) and for products produced from the second processing of sea products
- Reactivate aid for the construction and renovation of vessels and maintain aid for modernisation, conversion and diversification
- Establish an allocation of aid for the adaptation of vessels to pesca-tourism
REGION OF GUADELOUPE

• Allow re-export to the EU of fisheries products imported in Guadeloupe
• Combat invasion of lionfish. The countries of the Caribbean have already met several times to exchange experiences. It is necessary to establish a common strategy to eradicate this invasive species.
• Promote aquaculture based from now onwards on local species, fostering production with a low environmental impact (including reduced dependency on wild marine animal protein, size of units of production etc.), which implies increased resources on development research and transfers and a reflection on a Caribbean-wide aquaculture development
• Request fisheries agreements with neighbouring countries (Venezuela, Aves; Dominica; Antigua…). The negotiation of these agreements must involve professionals and territorial collectivities of Guadeloupe.
• Make more flexible the management of fleet segments through the authorisation to transfer from one district to another. Such a mechanism is necessary as a result of the proximity of basins and fishery resources, in particular within the French West Indies and Guiana EEZ.
• Establish mechanisms for aid for infrastructure in fish aggregating devices in the Caribbean basin
• Integrate Guadeloupe in regional markets by supporting intra-OR trade and by offsetting the additional costs for the export of fishery products to the EU or neighbouring third countries.

AXIS 2: PROTECT THE ENVIRONNEMENT BY STRENGTHENING THE SUSTAINABLE DEVELOPMENT APPROACH

The natural and geographical characteristics of Guadeloupe are both opportunities because of the remarkable biodiversity present, but also constraints burdensome to its development. Sustainable growth is therefore necessary not only to preserve natural assets of the territory but also to minimise, even transform into benefits, constraints.

Regional integration through fisheries

Indeed, the small size of the territory makes it more sensitive to pressure from human activity. A sustainable approach would not only reduce these pressures but also help develop competitive green technologies with high added value. It also seeks to reduce the dependence of Guadeloupe on
REGION OF GUADALOUPE
fossil resources which are polluting, but also contribute to increase the external deficit. This orientation includes a necessary upgrading and rehabilitation of infrastructure and greater public awareness on this issue.

TRANSPORT
An integrated territory with a set of effective and efficient infrastructures
• Specific challenges:
  Due to its multi-island character, development of Guadeloupe can only be achieved by a better internal and external accessibility and consequently by improved transport. However, the sustainable aspect should not be neglected.
  Indeed, transport, representing 59% (in 2011) of final energy consumption in Guadeloupe, makes a major contribution to trade deficit and dependency on fossil energies. A regional development plan was developed to favour the organisation of attractive and dynamic development territories. If the emphasis is on the development of public transport, extensive facilities were also planned such as the general port project in line with the third set of locks of the Panama Canal. A valuation of the airport cluster and the creation of new areas of economic activity are also foreseen.
  If Guadeloupe cannot reduce its carbon emissions at the level of air routes necessary for its accessibility, efforts should be made in terms of collective and multimodal transport.

Improve accessibility within and outside the territory by preserving the environment.

Action 1 Provide the territory with efficient structuring equipment by 2020

• Modernise calibration of the runway in the Pôle Caraïbe airport to receive latest generation aircrafts (e.g. the Airbus A380...)
• Optimise the road pedestrian, and cycling network on the routes Anse Bertrand-Pointe-à-Pitre; Saint-François-Pointe-à-Pitre; Sainte Rose-Pointir-à-Pitre
• Study the feasibility of a tram on these axes

Action 2 Enhance

• Develop road, port, airport services and ICT in the poorest parts
Assist municipalities in implementing their urban transport plan
Support the organisation and structuring of public transport in order to ensure a certain degree of autonomy in the population
Further assist the intercity road transport plan of the General Council in terms of infrastructure
Encourage the use of the European Investment Bank for the modernisation of transport networks
Create an aid for transport of organic products on the island and between Guadeloupe and Martinique
Allocate a grant for the air transport to the isle of Marie Galante
Support the consolidation, organisation and structuring of logistical carriers
Optimise journeys and limit congestion via controlled inter-modality between maritime, road and air transport
Foster actions of employers clustering around undertakings’ mobility plans
Create outside car parks with shuttles between city centres
Develop routes through dedicated site

Regional integration through transport
Promote public transport against transport at individual vehicle
Establish a freight transport system adapted to the volumes traded with the neighbouring islands
Develop LLW/OECS cabotage
Re-launch the concept of “motorways of the Sea” to foster a cleaner and multimodal freight transport (passengers and goods) between islands

CLIMATE AND ENERGY
Anticipate and prevent natural risks and promote efficient management of natural resources

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Furthermore, this vulnerability is increasing with climate change. Prevention is thus to apply, as well as the reduction of carbon emissions. Effort is therefore also placed to pursue in terms of energy savings and research into alternative energy sources. In 2011, 12 % of electricity production came from renewable energy installations. However, this diversification has a technological limit set at 30 % for wind and PV energy in order to ensure the stability of the electricity network.

The conditions of production and energy consumption result to very important costs when considering the exceptional geographical situation of Guadeloupe, as well as that of the other ORs. “The additional costs of electricity production in the French territories concerned relate to around 40 % of the share of contribution to the public service for electricity (CSPE) that the scenarios of EDF SEI ZNI estimate at EUR 1 400 million for the year 2015 (for the whole national territory)” (LETCIMY report).

In the field of energy, a new development model is needed for Guadeloupe. This new model must guarantee energy security of the archipelago and above all reduce additional costs induced by the geographic characteristics.

Finally, several examples show today the technical, economic and financial feasibility of renewable energies in Guadeloupe, e.g. geothermal sites located in the community of Bouillante. However, the low level of involvement or withdrawal of private actors vis-à-vis geothermal energy risks hampering the development of this industry potentially generator of local employment. For example, refusal of the Board of Directors of EDF to finance the geothermal project in Dominica for inadequate profitability can be considered as a demonstration of the need for the development of the control authority and the type of investment in the energy sector.
Therefore, it is appropriate to adopt specific measures in the energy field to remedy the difficulties linked to OR features, particularly remoteness, isolation, the small size, difficult topography and climate and economic dependence vis-à-vis certain technologies that cannot
be produced locally today.
Anticipate and prevent challenges linked to natural hazards and promote better management of natural resources
Action 1
Reinforce prevention of natural disasters
flooding (indicator: population or dwellings subtracted from the flood areas). Improve crisis management devices (communication, monitoring alert).

Set up an observatory to better measure energy consumption and greenhouse gas emissions (observatory for energy, greenhouse gas emissions and climate change), as well as for carbon sinks in Guadeloupe.

Increase significantly the geothermal energy share in the mix for electricity production.

Increase substantially the use of biomass energy and energy crops to produce electricity or motor fuels

Exploit the wind capacity to its full potential

Continue development efforts of PV in all its forms

Develop networks for cold (recovery of waste heat, thermal energy of the seas in particular)

Develop smart distribution systems at low voltage levels (smart grids) to support storage of energy and the development of intermittent energy

Control energy in all its forms in sustainable buildings

Exploit bagasse which is a renewable biomass to produce electricity on the island of Marie-Galante

Study the possibility to use ocean energy for electricity generation

Support mechanisms assisting the general public, businesses and communities to energy efficiency and renewable energies

**Action 4**

Mobilise communities to establish “climate energy” plans

Support the training of professionals to energy efficiency and renewable energies

Train construction professionals in the field of sustainable building (ATN and para-seismic in particular) (indicator: number of trained professionals).

Develop awareness-raising measures and culture of risk.

Enhance knowledge transfer (awareness-raising, advice and training)

Establish a benchmark of environmental excellence of projects

Establish a POSEI energy to integrate a strategy of
innovative development
Offset the additional cost of transport and marketing of energy in order to obtain that the actual impact of the economic benefit is passed on to the end user.
Support actions aimed at reducing fossil energy dependence of the ORs and at implementing renewable energy sources, e.g. under the competitiveness cluster “synergies”.

<table>
<thead>
<tr>
<th>Regional integration through climate and energy</th>
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<tbody>
<tr>
<td>Foster the emergence of innovative solutions through investing in R&amp;I programmes and developing pilot projects.</td>
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<tr>
<td>Encourage the circulation of knowledge and know-how related to risk prevention</td>
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<tr>
<td>Continue collaboration of projects relating to the development of renewable energies, such as the geothermal project in Dominica</td>
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<tr>
<th>Boost the energy sector ranking it as a sector for the future</th>
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<tr>
<td>Facilitate, secure and reduce the cost of trade with neighbouring countries</td>
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**RESOURCE MANAGEMENT**
Promote rational use of available resources

- Specific challenges:
  The pollution problem remains a particularly significant factor: contamination of ground by chlordecone, increased pressure on land, land take and salination of the aquifer.
  For this, in addition to environmental-protection measures and safeguard of natural environments and species, modernise infrastructure is also necessary with regard to waste, sanitation or water management, as well as greater awareness among the public.
  In this context, the BEST programme constitutes a genuine opportunity to enhance resource management of the territory.

**Promote rational use of resources available in the territory**

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26 The Best programme is presented in the section on the horizontal programmes.
REGION OF GUADELOUPE

Of waste allowing the implementation of PEDDMA (reduction of waste, recovery, upgrading of infrastructure treatment)
Of water (reduce leakage of current network by almost 50 %, overcome the problems of water supply in leeward coast and Northern Grande-Terre)
Of sanitation (construction and rehabilitation of treatment equipment, preservation of water bodies).
Ensure that greater account is taken of the need to preserve the environment and resources in projects of new buildings
Prevent and combat land take and preserve the ecological continuity
Control the pressure on resources through an agreed and validated action plan

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<tr>
<th>Action 3</th>
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<tr>
<td>Promote and protect the natural and cultural heritage</td>
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<tr>
<td>Analyse the possibilities of selling other forest products</td>
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<tr>
<td>Apply and adapt regulatory standards in the forest-based sector</td>
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<tr>
<td>Study the feasibility of a wood recycling industry</td>
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<tr>
<td>Ensure consistency of actions in the field of biodiversity through the implementation of the regional scheme of the natural heritage and biodiversity and better coordination of the different players involved in these areas</td>
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<th>Action 1</th>
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<tr>
<td>Provide the territory with efficient structuring equipment by 2020 in the field</td>
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<tr>
<td>Action 2</td>
</tr>
<tr>
<td>Ensure that greater account is taken of environmental conservation</td>
</tr>
<tr>
<td>Give full play to the development of the cultural heritage as a vector for economic and tourism diversification, in particular by establishing a strategy and an action plan of measures</td>
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Participate in technical meetings at regional level

WASTE MANAGEMENT

Erect a sector for the future that creates jobs

• Specific challenges:
REGION OF GUADELOUPE
Recovery of waste is “an economic path for the future” for the economy of Guadeloupe. It is a sector of growth and potentially job-generating. However, this sector is little or no exploited. The deficiencies are numerous. The absence of inter-regional strategies to recover waste is deplorable, linked notably to the existence of regulatory brake. This lack of coordination contributes to slow down the development of this “sector for the future”. Similarly, it should be pointed out that there is no aid to freight or specific aid to the waste sector for intra-ORs and ORs-third country trade. Existing specific aid concerns only trade with continental Europe for the so-called dangerous goods, which results to have to bring them back to Europe. Thus, in order to launch this strand for the future in Guadeloupe, we must firstly proceed to an upgrade of the infrastructure to manage household and business waste. This approach must also be associated with sustainable management of biodiversity of natural environments, but also to improve prevention of the risks of pollution throughout the territory.

Boost waste management as a sector for the future that creates jobs
Action 1
Promote waste management throughout the territory of Guadeloupe
Renew the specific aid for waste recovery
For the ORs-ORs trade, create specific aid measures to promote the pooling of waste and raw materials from which they derive, by achieving critical mass
Create a currently untapped industrial niche by developing the principle of opening up of the economy within the neighbouring territorial basins
Adapt the status of waste to achieve an industrial anchorage from its recovery throughout each regional basin
Organise a sector of organic soil improvers with deposits of organic waste of Guadeloupe
Seek the organisation of selective sorting in the communities along with the syndicate of waste treatment SITCOM

Regional integration through waste management
Recycle waste of the wood sector

AXIS 3: PROMOTE EDUCATION, TRAINING AND SOCIAL SUPPORT TO REDUCE THE RISK OF SOCIAL EXCLUSION AND POVERTY AND INTEGRATE MORE GUADLOUPE CITIZENS TO LABOUR MARKET

Many Guadeloupe households live below the poverty line, Several indicators make it possible to verify this increasingly important precarious situation. These phenomena of poverty generate considerable disparities between the various stages of life: high infant mortality (9.05 % o against 3.6 % in France), school leaving, difficulties in inclusion, especially for the young people, massive unemployment, socio-economic precariousness of people with disabilities and older people. Furthermore, studies indicate that, due to the accelerated ageing of the population, it will have, by the year 2040, 40 % of people aged 60 and over, and 19.3 % aged over 75.

27 45 000 RSA recipients
16 % of children in poverty — 29 % of the population covered by the CMU-C insufficient qualification of populations
A situation of illiteracy (1/5) and worrying early school leaving endemic unemployment around 22,6 % of the active population (52.9 % for the aged 18-25)
Purchasing power of low income groups was severely hit by a cost of living higher than in France.
In the field of housing, the large number of unfit and unhealthy dwellings, the concentration of disadvantaged people in some neighbourhoods, the decay of rural town centres, the incurred and extended cohabitation of generations in disadvantaged groups, are markers of exclusion.

Finally, the acts of anti-social behaviour and violence which place the department of Guadeloupe in the first national rank, create a strong feeling of insecurity and social injustice detrimental to social cohesion.

In this social environment, the employment challenge is particularly important in Guadeloupe, and if social transfers are a necessary response, this reply remains unsatisfactory vis-à-vis the requirement of an economic and social autonomy of persons.

The difficulties of the economic sector on providing jobs in a sufficient and sustainable way, compounded by insularity or even double insularity, imply higher spending on social aid which weighs more and more on the budgets of partners in charge of social policies. Faced with these financial constraints, and in a context of increasing scarcity of resources,
REGION OF GUADELOUPE
experimentation on innovative social replies appears as one of the means to promote social
inclusion and the fight against poverty.

TRAINING AND EMPLOYMENT
Adapt training and employment taking into account the specificities of the local economic fabric
• Specific challenges:

In Guadeloupe, almost 50% of young people are today unemployed. This dismal record contrasts with the youth unemployment rates in metropolitan France (around 20%). This is also true for long-term unemployment and unemployment of women. The imperative of social cohesion is a major issue for the society of Guadeloupe. It requires balanced regional development. The reduction of the welfare gap calls for strengthening the vocational training and, above all, an employment-generating sustainable economic development.

The main challenges for social inclusion are:
■ the fight against illiteracy and early school leaving
■ the development of mobility in training
■ improve access for all to utilities (health, housing and education)
■ the integration of marginalised populations through better structuring of the social and solidarity-based economy and support for social entrepreneurship. Strengthen the quality and efficiency of local educational offer to increase the level of qualification and employment rate of young people.

The offer of training courses in general, technological and professional sectors needs to be adapted to local needs and must anticipate developments of the economic fabric. The quality and effectiveness of the education system is a major challenge which can be monitored by a public orientation service more present and again more suited to the context of ultramarine labour market, but also through greater use of ICT in education. The University of the West Indies and Guiana (UAG) would have any interest in developing and strengthening exchanges with other Caribbean, European and international universities. Thus, it could benefit more from the Erasmus Mundus programme aimed to enhance quality in higher education through scholarships and academic cooperation between Member States and the rest of the world.
Adapt training and employment taking into account the specificities of the local economic fabric

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<tbody>
<tr>
<td>Improve the training of entrepreneurs and creators by alternation</td>
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<tr>
<td>Make available for business leaders, young people and jobseekers the training contract offers by the alternation.</td>
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<tr>
<td>Create an Internet site describing the various contracts and giving an accurate picture of apprenticeship training open in the region or bodies managing vocational placement contracts.</td>
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<tr>
<td>Establish a reactive device for identifying requirements in terms of jobs and business skills to offer training adapted to the needs of the market</td>
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<tr>
<td>Develop genuine strategies for jobs involving local actors, the public, individuals.</td>
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<tr>
<td>Develop training in logistics, green economy, (renewable energy, biodiversity, sustainable tourism, water sports, management logging, health, personal care services (dependence, health tourism and telecommunications;</td>
</tr>
<tr>
<td>Promote the employment of young graduates</td>
</tr>
<tr>
<td>Promote information on managerial excellence with the leading business schools</td>
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**Action 1**

**Strengthen human resources**

| Adapt vocational training to the specific needs of the local market while promoting a culture of entrepreneurship and the use of e-learning throughout working life. |
| Promote clearer training activities |
| Establish eligibility criteria structuring the quality approach |
| Put in place a procedure to assess |
| Give access to specific training adapted to accounting, management, human resources, use of modern production tools |
| Encourage the training of the professionals involved in traditional sectors |
| Promote training, academic mobility and exchange of experience |
| Diversify the range of adapted Work Centres in connection with the new careers of services to the person, tourism, services to businesses and citizens. |

**Action 2**

**Improve the quality of vocational training**

| Master the public and private training cycles |
Establish a regional plan for training and employment
Using the Erasmus programme, bear the cost of transport of students between Guadeloupe and France, to overcome the constraints of mobility and additional financial cost which Guadeloupe students face
Facilitate student mobility to neighbouring third countries by relaxing the conditions of participation of the universities of the ORs in Erasmus Mundus.
Establish structured partnerships for cooperation with fellowships for mobility at all academic levels, with third country higher education institutions
Promote training, academic mobility and exchanges of experience with the neighbouring countries of the Caribbean

REGION OF GUADELOUPE
Action 3
Promote the mobility of students and workers
Regional integration through training and employment
Expand the mobility of young people in order to accelerate the proficiency in foreign languages (English and Spanish)

Specific challenges:
The social fabric of Guadeloupe is dense and dynamic. However, it faces many difficulties (lack of financial and human resources), which represents a real handicap to the development of their activities. The main activities proposed by the associations in Guadeloupe are related mostly to sport and culture.
Sport represents an important factor of development opportunity, including high-level sport. The good results achieved by Guadeloupe sportspersons must be accompanied by better access to sports equipment and appropriate infrastructure...
Cultural practices must also be better developed.
Their perpetuation is necessary to preserve the cultural identity of Guadeloupe. These claims have also surfaced at the social crisis of 2009.
SOCIAL COHESION
Promote the flourishing of Guadeloupe society through the development of social, sporting and cultural infrastructure
Despite limited resources, sporting and cultural policy builds on the willingness of identity recognition and ownership of the local heritage, architectural and not.

**Promote the flourishing of Guadeloupe society through culture and sport**

**Action 1**

**Develop activities for the flourishing of Guadeloupe youth**

- Provide specific answers to the leisure needs of inhabitants: proximity of equipment, bathing basins, outdoor areas
- Encourage the strengthening of street teams in partnership with the department authorities by ensuring a better geographical coverage of the territory by such teams
- Support the establishment of these teams to professionalise
- Foster real coordination between all street teams, mainly by making OIH (Observatory of the flaws and disability) the consultation, coordination, and evaluation body of these teams and create a new Observatory for dormant youth
- Develop schemes such as theatre Forum in problem areas. This is an entertaining way to approach non-discussible topics such as violence, sexuality, incest, rape, drugs, delinquency, and encourage the expression of young people on these issues
- Make “tools” available to young people in consultation with the street teams which will have discussed with them: sporting activities, personal and artistic expressions, edutainment. In return, these young people would have the co-responsibility of maintenance of the premises and equipment.
- Introduce an approach to sustainable animation in the day care facilities, involving qualified professionals in the fields of animation and culture (objective: to transmit knowledge and stimulate new career interests)
- Identify and implement training related to the jobs identified in the context of the opening and operation of the museum MEMORIAL ACT (future employability)

**Action 2**

**Address the problems of young people’s daily lives**

- Develop facilities of listening and day care for basic needs satisfaction for the benefit of 18-30 years. Such places exist but have insufficient capacity. Their increase requires an effort of the region for the purpose of training the educational staff and the technical and animation teams
- Support the implementation of overnight accommodation which can receive the young adults in difficulty

**Develop care structures for homeless people**
REGION OF GUADELOUPE

- Take resocialization actions for young people
- Help open up facilities of listening and care for the whole day and outside office hours (Saturdays, Sundays or public holidays), developing resocialization activities in teaching and educational purposes, in accordance with regulatory standards.
- Increase the number of supervisors

**Action 3**

Participate in the development of artistic initiatives. Exhibition venues for visual arts oriented towards the folk education are to be invented and achieved
Participate in the beautification of urban landscapes by carrying out decorative wall frescoes in close partnership with associations entitled Subsidise SMTPCSM (Mixed Syndicate of Transport of Petit-Cul-de-Sac-Marin; Pointe-à-Pitre, Abymes, Baie-Mahault, Gosier) for the implementation of a social pricing to particularly disadvantaged young people
Participate with the General Council to the provision of school transport for young people in training and employability courses

**Promote social inclusion through sports and culture**

**Action 4**

Promote mobility of the population throughout the territory
Help create an undertaking reintegrating unemployed workers who will work in the socially oriented collective land transport sector and, in particular, for the transport of disadvantaged young people in training and employability courses.

**Action 5**

Combat early school-leaving and illiteracy
Join the School Integration Network (RSI) which was launched in 2007 and has several institutional partners: ADI, CAF, General Council, DSDS, National Education, Local Mission, MGI. In particular, the region would intervene in axis 2 (school remediation) of the RSI in financing actions of school support
Co-finance measures of quality and scope in the fight against illiteracy of dormant young people and, in particular, co-finance such programmes for prisoners, or programmes for young apprentices in the AFAs.
Reactivate and co-finance the project PRECEED, a sort of students/pupils coaching in the form of school support and assistance for secondary school students in difficulty by scholarship holders. Students would receive a fixed fee.
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Regional integration through culture and sport
in partnership with the Rectors and the University of the West Indies and Guiana

- Promote cultural and sporting exchanges with other Caribbean countries
- Promote the learning of foreign languages (English and Spanish) through the Cigarel programme.

HEALTH AND SOLIDARITY

Strengthen the health and social framework of the population of Guadeloupe

- Strategic challenges:
  As the overseas department with the largest population after Reunion, the speed of the demographic transition in Guadeloupe will render it into one of the most ageing regions in 30 years. This prospect is a challenge for the supply of care and support for the elderly and/or disabled. It is necessary to anticipate solutions such as the increase in hospital beds, EPAHD, retirement homes, nursing homes and, more generally, an effective support system.

Action 1

However, these investments require strong support from the European Union to finance them. But this challenge is also an opportunity for personal care services as a source of employment. Promoting the social and solidarity-based economy seems to be an appropriate solution.

Reinforce general management of the health of the general public

Adapt control of imports from third countries

- Assist third countries so that they operate closer to the European sanitary and phyto-sanitary standards

Exploit the sanitary and phyto-sanitary standards

- Further develop EPAHD and diversify the sources of funding (notably for private projects)
Make young people involved in prevention against the consumption of narcotic substances
Inform on addictive behaviour with educational and artistic meetings
Give the public information on the prevention behaviours and the risks posed by the various
Structure the personal help service: diagnosis of situations, strengthening of DLAs
The region could increase cross-over opportunities to employers by encouraging the creation of GEIQ (Group of Companies for Integration and Qualification) and organizing sponsorship actions of undertakings
Enhance the prospecting activities among employers in order to promote professional immersion and job search assistance for young people. Similarly, increase awareness in the interest of the work-linked training (apprenticeships and professionalization)
Support Guadeloupe’s female Observatory actions
Make arrangements with social sponsors in the award of contracts, in order to include a specific component destined to youth
Promote inter-generational activities

**Action 3**
Improve the conditions of social and vocational integration
**Action 2**
Combat addiction
Establish financial support for mothers living in long-term unemployment

**Regional integration through health and solidarity**
Bear all or part of the burden on municipalities and associations to recruit new committed persons, in the sector of the environment, tourism, or even the Caribbean cooperation (including in Haiti or in Dominica) in the context of civic services

**AXIS 4: ENCOURAGE GAUDELOUPE’S PARTICIPATION IN HORIZONTAL PROGRAMMES**
The scientific excellence of Guadeloupe is one of its greatest assets. It should allow a better integration of the territory in European research. Networking for the development of scientific knowledge, exchange of best practices, transfer of innovation and expertise at local level but also at the European level offer significant opportunities for the sector.
However, financing instruments such as Cosme and the research programme H2020 do not take account of the specific nature of the territory.
REGION OF GUADALOUPE

The research programme Horizon 2020

On 2007-2013 programming, the problems of overseas territories, which could receive funding for research, were insufficiently if not at all represented, resulting in a low rate of participation and success. Similarly research stakeholders regret that the 7th Framework Programme has not been able to allow regional cooperation in the field of research.

The region has recognised equipment and expertise. The existing research and innovation potential in terms of biodiversity, traditional and emerging sectors, development of renewable energy, demand management of energy, food, and health are both specific and high added value issues that require support of European research funds.

Participation in these programmes should significantly contribute to the integration of research centres to European, regional and international networks. This includes both to allow an expansion of the knowledge about the territory and to implement research geared to the market. The project Netbiome\(^29\) is a good example of research collaboration on biodiversity between 11 partners\(^30\), one of which is Guadeloupe. But examples are few, the project Netbiome is therefore the baseline project, a sign that support of the programme Horizon 2020 can boost ongoing joint work practices.

In future programming 2014-2020, Guadeloupe should be in a position to rely on its best asset and position itself as the market leader of technological and non-technological innovation in its regional basin, if and only if the eligibility rules and partnership of Horizon 2020 allow regional cooperation with third countries and not just a partnership which is mainly between European partners.

The Program COSME: an ad hoc tool for SMEs but inaccessible to Guadeloupe SMEs

In order to reach its objectives of smart, sustainable and inclusive growth, the EU set the competitiveness at the heart of its programming. Representing 58% of turnover and 67% of employment, SMEs are an enabler for growth and jobs for Europe. In this context, the future COSME programme is exclusively aimed at SMEs to limit the brakes for their growth and market failures.

In its Communication of June 2012, the European Commission states that “the participation of the outermost regions in RTD networks will be crucial to ensure a “smart” growth in these regions.

VSEs/SMEs in Guadeloupe are real levers of local employment, cannot be relocated, and are spread over the whole territory with some

\(^29\) [http://www.netbiome.org/](http://www.netbiome.org/)

\(^30\) Guadeloupe, Martinique, French Guiana, Reunion, New Caledonia and French Polynesia, Curacao, St. Martin (Dutch part), Bonaire, Saba, St. Eustache, Azores, Madeira, the Canary Islands and 9 independent States of the United Kingdom.
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concentrations around areas of economic activity. They face difficulties of funding; Cosme programme, and in particular the specific objective which aims “to improve access to finance for SMEs in the form of investment, venture capital and in the form of loans” is an instrument that could find effective solutions to the problems faced by local enterprises. However, as in the 2007-2013 period, the participation of Guadeloupe is restricted in terms of rules on participation and eligibility of the partnership. The list of eligible non-member countries is too limited and does not allow cooperation between Guadeloupe and its environment. The programme should make neighbouring countries of the ORs automatically eligible and thus facilitate to achieve growth, the creation of synergy between enterprises and access to new markets, among others.

In the forthcoming revision of the COSME programme, take greater account of the interests of local enterprises is requested. Cosme programme should ensure better participation of local companies in Guadeloupe.

■ BEST: a preparatory action anchored and in line with the priorities of the territory

The preparatory action BEST (Voluntary scheme for Biodiversity and Ecosystem Services in Territories of Outermost Regions and Overseas Countries and Territories of the European Union) is the first mechanism set up in 2010 and dedicated entirely to environmental protection of the ORs. It allows to cope with climate change and the need to preserve tropical and sub-tropical biodiversity.

With a limited budget of 2 million for eight regions, on both calls for proposals launched, the enthusiasm of the actors has been demonstrated by the submission of 84 projects, of which 16 financed. Through the proximity created with the various project developers, BEST has been a major success at local and regional level. This is an effective programme which came back to the priorities of the ORs and met expectations of local players.

2013 marks the end of a programme of excellence based on calls for proposals, now replaced by a call for tenders to implement an online platform. The region of Guadeloupe wishes to be fully involved and ensure continuity in terms of equal access to small project sponsors.

■ The programme Social Change and Social Innovation: developing social economy in Guadeloupe

In terms of social inclusion, the development of the social and solidarity-based economy and the local social fabric can be a driver of social cohesion and job creation. Still sparsely organised, the territory is conducive to structured development of innovation and the social economy in the form of social enterprise. It does not exist, at the European level, a precise definition of social enterprises. However, the latter are recognised by their internal democracy when an individual is placed at the
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heart of the process of producing goods and services. Undertakings aimed to the general interest and which could contribute to promoting social inclusion, in particular of young people of whom, as a reminder, 53.2% of young people aged 15-24 years are unemployed in 2011 according to the Eurostat 2012.

In addition to the thematic area of youth, issues of ageing, in particular aid to the elderly, are also a good basis for work in collaboration with European partners. Future pressure to be exerted on healthcare spending, due to an increasing trend in the aid demand and a shortage of skilled labour, already requires anticipation of these changes.

Practices on the ground should be identified, known and be confronted with other existing practices in other European regions. Similarly, a transfer of social innovation to Guadeloupe could be envisaged through the installation of a partnership based on the creation of a synergy unprecedented at the European level on youth social inclusion through the tools of the social and solidarity-based economy.

In this sense, the programme Social Change and Social Innovation, in its component Progress (Programme for Employment and Social Solidarity) is the appropriate instrument to create existing practices and boost a sector in need of development. The social and solidarity-based economy can be a useful lever for economic development and the creation of sustainable, locally anchored jobs.

MULTIPLIER EFFECTS OF THE ACTION PLAN OF THE REGION OF GUADELOUPE

The implementation of the action plan should, on the basis of the enhanced use of Article 107 and Article 349 TFEU, make a beneficial impact for all involved. The latter were invited to contribute to the policy proposals of the plan. The vision of Guadeloupe for 2020 relies thus on a shared vision whose expected results and impact concern different types of beneficiaries:

Direct beneficiaries:
- Citizens and more generally the local population
- Local sectoral and cross-sectoral organisations
- Research stakeholders and the academic and university community
- Civil society, experts/specialists, stakeholders

The multiplier effects of the action plan of Guadeloupe shall be construed:
- In terms of economic development of its enterprises at both local and regional level. These small companies are real levers for the creation of local, non-relocatable jobs.
- In terms of social inclusion, contributing to the social and economic well-being of citizens. In this perspective, the citizen is seen in an integrated approach, which includes social, architectural, educational, training and employment dimensions.
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In terms of integration into the regional environment via cooperation with third countries
The desired impact of the action plan of Guadeloupe is aimed well in excess of the limits of
its own territory. This means strengthening cooperation and interregional integration for each
of the strategic priorities presented. Cooperation between Guadeloupe and the neighbouring
third countries could help develop joint projects of regional, or even national and European
impact. All actors of cooperation have the ability to generate projects with high added value if
the conditions of a joint EDF/ERDF are met.
Economic impact of local enterprises in their regional sea requires a competitiveness
excluding cost, range on certain products, diversification, organisational, technical and non-
technological innovation, inter alia, for export of quality know-how.
GENERAL CONCLUSION

Micro-economy of insular character, Guadeloupe has many challenges to face by 2020 in relation to employment and social inclusion, sustainability and competitiveness. A structuring of various sectors is necessary, but also a need to support engineering, employment and education of youth. As a result of ambient social unease, social inclusion and taking account of the human being in its entirety must remain a priority for the next six years. Therefore, facing opportunities and threats, the region of Guadeloupe wishes to better integration into the single market. For this, the strategy “Guadeloupe 2020” focuses on smart, sustainable and inclusive growth which builds on a European and interregional exploitation of its assets. Indeed, the exceptional biodiversity it enjoys, represents a potential in terms of innovation and research. Through the implementation of the present action plan, the region of Guadeloupe will create favourable conditions for sustainable economic development that can preserve this biodiversity. The employment challenge vis-à-vis an increase in unemployment rates must also remain a priority. Furthermore, the reluctance of banks, especially in terms of investment in materials and innovation, makes the European funds appear as main financial support to VSEs and SMEs of Guadeloupe. These small businesses represent real leaders for innovative project and productive investment necessary for economic health of the archipelago. These results can only be achieved by a renewed commitment of Europe in Guadeloupe. Indeed, modernisation and diversification of the economy is a process requiring support of all funds available and taking greater account of the structural particularities cited by Article 349 of the TFEU.
### Regional Eures Formula for Guadeloupe

**ANNEX: Table of Horizontal Programs and other European funds of interest to Guadeloupe**

<table>
<thead>
<tr>
<th>European Programmes</th>
<th>Area/By-Program</th>
<th>Actions in Guadeloupe in connection with the programme priorities</th>
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</table>
| Horizon 2020        | Energy research and innovation | — Encourage existing scientific excellence, dynamism and innovation (new products, etc.), research in Guadeloupe to support the diversification of the economy.  
                      |                  | — Facilitate the integration of research in Guadeloupe into the European Research Area for the drafting of projects with high added value and multiplier effects. |
|                     | Social change and social innovation | 1) Progress: programme for employment and social solidarity  
                      |                  | Instrument for micro-funding Progress and social entrepreneurship | — Develop European projects on issues common to the ORs in terms of social cohesion (youth employment, etc.)  
                      |                  |                  | — Identify, enhance emerging or existing practices of social economy |
|                     | Erasmus for all  | Education- Training Youth and Sport | — Encourage Guadeloupe student mobility to Europe in taking charge of travel expenses  
                      |                  | | — Enhance professional capabilities among young Guadeloupe people by learning and alternation |

**Note:** The terminology Leonardo da Vinci, Grundtvig, Comenius will be substituted post 2013 by Erasmus for all.
| Competitiveness of enterprises and SMEs |
| Transport networks — Sustainable development — | General |
| — Enhance access to finance for SMEs (risk capital, equity) |
| — Support growth and competitiveness excluding cost (via research and development of innovative products) of micro/SMEs |
| — Encourage entrepreneurship in Guadeloupe |
| — Promote VSEs/SMEs’ access to new Caribbean markets to limit the lack of economy of scale |
| — Encourage development of information and communication technologies (ICT) to make up the delay in the region. |
| — So that France is eligible but only for these overseas departments |
| | — Assist the structuring of actors in the culture sector |
| | — Assist the changes and modernisation linked to technological change |
| | — Promote the implementation of an engineering culture |
| | — Upgrade skills and the ability of operators for cultural projects |

| Connecting Europe Facility |
| * Connect European infrastructures |
| ICT, digital services and infrastructures |
| — Promote wide broadband coverage of the whole territory. |

- Ensure digital territorial continuity so that companies from Guadeloupe can benefit more from the digital single market
- Encourage the learning of foreign languages in the training of sector professionals
- Qualify products (labelling, standardisation)
- Develop a supply of maritime transport by cabotage to link the main tourist resorts
- Federate the actions of the various actors of the cruise
- Structure and network activities: open-air activities,
cultural sites, leisure gardens or sites, crafts, restoration

- Restore the supply of tourism products (restoration of SPAs, develop business tourism through the construction of a Congress Center, and a business tourism club)
• Centralise information on tourism supply by structuring marketing through ICT
• Specific challenges:
With regard to climate, exposure to a multitude of natural hazards and the absence of fossil resources make Guadeloupe economy particularly vulnerable to the slightest shock.
• Promote concerted and multi-disciplinary research on prevention and adaptation to climate change in Guadeloupe
• Develop the observatories, knowledge and surveillance networks of natural hazards (earthquakes, volcanic, meteorology, etc.) but also of climate change
• Reduce the vulnerability of the priority public buildings (schools and crisis management) under the plan West Indies earthquake (indicator: number of buildings supported or reconstructed)
• Reduce the vulnerability of the built environment and infrastructures at the flood risks in the framework of the implementation of the Directive
• Ensure consistency between the internal and external aspects of the policy of recovery of waste in terms of economic cooperation with neighbouring countries
• Relax European standards in order to optimise waste management at LLW/OECS level;
RAPIDLY POST-EDITED MACHINE TRANSLATION