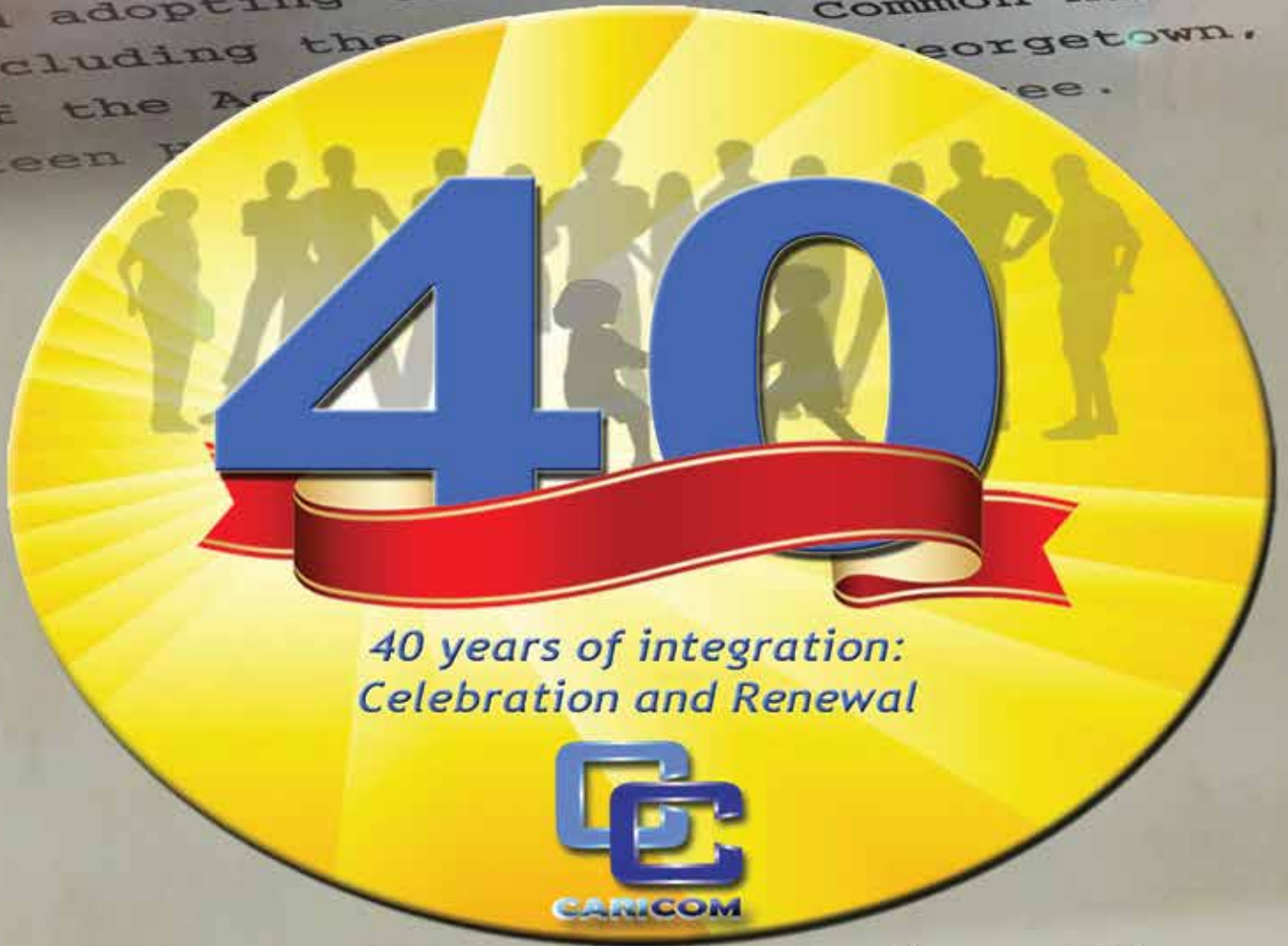


CARICOM View

40TH ANNIVERSARY EDITION

JULY 2013

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...including the... Common Market, ...
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40 years of integration:
Celebration and Renewal



Done at Chaguaramas on the fourth day of July in
the year one thousand nine hundred and seventy-three.

Signed by *Evel W. Barron*
for the Government of Barbados on *4th July 1973*

Signed by *[Signature]*
for the Government of Jamaica on *4th July 1973*

Signed by *[Signature]*
for the Government of Guyana on *4th July 1973*

for the Government of Trinidad and Tobago on
Eric Williams
July 4, 1973.



LAYING THE GROUNDWORK FOR A COMMUNITY FOR ALL

ing Fathers, from left, the Hon. Errol Barrow, Prime Minister of Barbados, the Hon. Forbes Burnham, Prime Minister of Guyana, the Hon. Eric Williams, Prime Minister of Trinidad and Tobago and the Hon. Michael Manley, Prime Minister of Jamaica, sign the Treaty of Chaguaramas on July 4th, 1973.

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FINAL ACT

THE CONFERENCE OF HEADS OF GOVERNMENT OF THE
COMMONWEALTH CARIBBEAN COUNTRIES HELD AT CHAGU
TRINIDAD AND TOBAGO, IN JULY 1973.

The Heads of Government of Barbada
and Trinidad and Tobago met at Chaguaramus
teen Hundred and Seventy Three for the pu
and adopting the Agreement establishing
including the Caribbean Common Market,
of the Accord reached at Georgetown, G
teen Hundred and Seventy Three.

INDEPENDENT
ARAMAS,

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on the 4th July nine-
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the Carribben Community
pursuant to paragraph 1
uyana on 12th April, Ni



Done at Chaguaramas on the fourth day of July in
the year one thousand nine hundred and seventy-three.

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Signed by
for the Government of Trinidad and Tobago on
Kaic Williams
July 4, 1973.

Celebration and Renewal

Foreword by the Honourable Kamla Persad-Bissessar SC, MP, Chairman of the Conference of Heads of Government of the Caribbean Community and Prime Minister of the Republic of Trinidad and Tobago on the occasion of the 40th Anniversary of CARICOM



Honourable Kamla Persad-Bissessar SC, MP, Chairman of the Conference of Heads of Government of the Caribbean Community and Prime Minister of the Republic of Trinidad and Tobago.

Forty years ago, four visionary leaders of the Region charted an ambitious course for the Commonwealth Caribbean. In a tangible step to take charge of their destiny, they charted a course towards economic integration and a new path to development that was deemed an absolute necessity at that time given our size and resource base and international developments.

It is with pride that we celebrate a milestone anniversary of the establishment of the Caribbean Community (CARICOM). It is my distinct pleasure and great privilege to be Chair of the Community and to host this 34th Meeting of the Conference of Heads of Government on the 40th Anniversary of the signing of the Treaty of Chaguaramas which established CARICOM.

Fortuitously, the Conference of Heads of Government convenes in Port of Spain this year, a stone's throw away from Chaguaramas where those four visionaries affixed their signatures to our Founding Treaty, an act that Dr. Eric Williams, then Prime Minister of Trinidad and Tobago and a CARICOM founding father, described as "an historic step in the long, arduous road in the movement for Caribbean integration".

Indeed, the road has been long and arduous marked with milestones of achievements. I applaud the strides we have made through functional cooperation - in education, in health, in culture, in sport, in security; in forging, as far as possible, a coordinated foreign policy; in shaping our

trade and economic destiny. I commend the foresight that informs our occasional altered course to gain traction from and respond to the increasingly mercurial international environment. It has also informed our determination to reform our structures to meet the demands of the new age and most importantly the expectations of our citizens.

The time is ripe therefore, for us, as we celebrate our 40th year of existence, to reflect on and renew that vision, which still remains our most viable option for growth and development; a vision of unity, of selfless leadership, of shared economic prosperity, of advanced political and social standing based on the tenets of democracy and a Community for All. The time is ripe, as we look forward to the next 40 years, for us to recommit ourselves to fashioning a Community of which we can all continue to be proud, a Community built on the foundation of a robust social, cultural, legal and political environment, characterized by a healthy, highly-educated, technologically-savvy populace, forging new and innovative routes to deeper regional integration. The time is ripe for us to consider practical ways of ensuring that our people enjoy the benefits and impact of their Caribbean Community.

Trinidad and Tobago reaffirms its firm commitment to CARICOM and regional integration, and stands ready to continue its leadership role as our Caribbean Community moves inexorably forward to the next forty years and beyond.

The Community from 1973 to 2013 - and beyond

By the Rt. Hon. Dr. Denzil Douglas
Prime Minister of St. Kitts and Nevis



*Rt. Hon. Dr. Denzil Douglas
Prime Minister of St. Kitts and Nevis*

Even the most far-reaching accomplishments have their genesis in man's capacity to imagine what has never been. All advances begin as a spark within the human mind, and this, too, explains the evolution of the abstract idea that has since become the Caribbean Community (CARICOM).

For eighteen years, I have had the honour of joining forces with the leaders whom the people of the Caribbean have elected to advance the interests of their respective nations. And I have always understood that with the assumption of our national responsibilities as Caribbean Prime Ministers, we were simultaneously assuming a shared responsibility to protect and advance the interests of the wider CARICOM as well.

We are clearly farther along the road to integration today than we were 40 years ago. The Caribbean Court of Justice, for example, being just one manifestation of our movement away from traditional dependencies. However, we must continue to work hard to ensure that Member States' reconciling of their national and regional responsibilities keeps pace with the guiding ethos of the Community. The CARICOM has no room for insularity or a "they" versus "us" bias, based on size and resources. These are the stumbling blocks that CARICOM was designed to confront and overcome. And it is on the Caribbean Single Market and Economy (CSME), with its ability to deepen and strengthen regional integration, that the Region must rely if we are to completely dismantle all such stumbling blocks and

continue to move forward.

CARICOM is a work in progress. And so should it be. All beings and entities, as long as they are alive and dynamic, are by definition works in progress. The *raison d'être* of the Caribbean Community, however, remains incontestable. And the global crises of the past four decades have underscored the wisdom of the Region having formulated and embraced a framework for a shared vision through integration.

There is broad-based agreement at the policy level that functional cooperation in such critical areas as health, security, trade, and human resource development, is essential. However, the pace of Regional integration would be accelerated by a more broadly-based realization and acceptance of this by the millions of Caribbean nationals whose life prospects have been, and will continue to be, enhanced due to the existence of CARICOM. It is the people's full embrace of the idea of integration that will determine the actual pace and process of implementation in the months and years ahead. As Regional Governments, therefore, we must continue to collaborate with the Secretariat with a view to intensifying the communications and public education processes. And we must ensure that the thrust and apparatus chosen for the dissemination of the integration message reach beyond the capitols of Member States and the technocrats of our respective societies, and touch the hearts and minds of every Caribbean man and woman.

Some twenty years ago, Sir Shridath

Ramphal and the West Indian Commission declared that it was “Time for Action”. Twenty years later, in this era of increasing globalization, ever-intensifying competition, and unprecedented global instability, that call is as urgent as ever. The task of designating Change Managers in each Member State to ensure that decisions made by Regional Heads are implemented in a timely and effective manner is therefore key. And on this there can be no equivocation because we must have a re-energized institution, ready to cope with emerging social and economic challenges, through the organs of the Community.

Agriculture, tourism, and manufacturing have long been seen as the main driv-

important manifestations of our strong links in this regard, and the EU, in particular, has contributed substantially to the strength of the Secretariat and the Region. South-South co-operation, however, in this rapidly changing global landscape, must assume increasing importance if our priorities are to be the determining factors in the shape and direction of the Region’s development efforts. Limited economic bases and large debts must not define CARICOM Member States. And strengthened relations with emerging economies that recognise, in us, the potential for mutually-beneficial relations, will be key.

Caribbean Nations are members of myriad multilateral organisations, where our

dinary efforts we undertook, AIDS-related deaths in the Caribbean have fallen by 50%, a fact duly noted in the UNAIDS Report for 2012. And CARICOM’s efforts resulted in the United Nations holding its first ever Summit on Non-Communicable Diseases in 2011.

Were our journey to integration to be represented by a trend line, fluctuations would, without question, be apparent. At the same time, there would be no denying of that line’s definite upward trajectory over the past 40 years. This we must continue because the global challenges of the 21st Century await – becoming ever more complex with each passing year. The Community has articulated its vision. The CSME has been identified as the way forward. What is required of us now – as we look 40 years into the future - is continued forward movement, looking both within and beyond the hemisphere in order to expand our horizons, even as we embrace, and ensure greater Region-wide understanding of the benefits of integration.

“ *Increasing globalisation, intense international competition, and the economic difficulties being experienced by many traditional donor-nations demand that the Region pursue foreign policies that emphasise insight and self-reliance, even as we maintain relations with traditional partners.* ”



Denzil L Douglas (Rt Hon Dr)

ers of economic growth for our Region. Heightened global tensions and the rise of terrorism over the past decade, however, have added a new dimension to our priorities, making it impossible for us to ignore these distant tensions. We now recognise the inextricable link between regional security and our prospects for continued stability and growth, and the Community’s emphasis on security to date has redounded to our benefit in such areas as trade flows, foreign investment, and socio-political cohesion. This underscores the importance of security remaining the “fourth pillar” of our union.

Increasing globalisation, intense international competition, and the economic difficulties being experienced by many traditional donor-nations demand that the Region pursue foreign policies that emphasise insight and self-reliance, even as we maintain relations with traditional partners. The Economic Partnership of the Americas and the Free Trade Area of the Americas, for example, have been

voices and votes matter. Foreign policy coordination within the Community, therefore, must be seen as an essential leveraging mechanism if we are to [1] advance our interests within these organisations, and [2] inform international discourse on the issues of global import.

A particular strength of the Community is its quasi-cabinet dimension - a powerful manifestation of the integration ideal at work. Indeed, as the Prime Minister with lead CARICOM responsibility for human resource development and health, it was extraordinarily gratifying to have CARICOM approve the establishment of the Caribbean Public Health Agency in 2010, something I had long advocated. Within one year, the Board and Chairman had been named, paving the way for tremendous advances in health care delivery that will benefit the people of the Caribbean for generations to come. It is worth mentioning here as well – as a tribute to the value of CARICOM’s quasi-Cabinet structure - that as a result of the extraor-

Moving resolutely forward, together

Ambassador Irwin LaRocque, Secretary-General, CARICOM



Ambassador Irwin LaRocque,
Secretary-General, CARICOM

A Fortieth Anniversary in any sphere of life is cause for celebration. So it is with immense pride and a sense of accomplishment that the people of the Region should greet the 40th anniversary of our Caribbean Community.

While we are the oldest integration grouping of developing states, in the context of regional integration, we are still in our youth. At 40, we are at the ideal juncture for retrospection and forecasting, for pondering the vision that has propelled us thus far, and for projecting our future in an environment that is vastly different from 1973.

At that time, our leaders, fired up by the concept of regionalism, were seized of the need to capitalise on the new-found freedom and nationalistic fervour that Independence engendered; were sufficiently convinced that cooperation among those young states was the most feasible way to survive, and with enlightened reasoning and foresight created our Caribbean Community.

Their language, at the time, which spoke to the daunting alternative of integrating or perishing, of the wisdom of collective solutions to our problems, of danger in discord, of being united under one flag, one anthem, bears an uncanny similarity to our posture today. Forty years after the Community came into being, our Heads of Government and the current torchbearers of regional unity have moved the integration process forward, deeper and wider, convinced that in the face of globalisation and current economic and

financial challenges, the efficacy of integration is more imperative.

From an initial core of 13, the Community has grown to 15 Member States and five Associate Members. From an initial concentration on, trade regimes, economic integration, foreign policy coordination, and functional cooperation, our Community was transformed from the Common Market outlined in our Founding Treaty of Chaguaramas to a Single Market as envisioned in the Declaration of the CARICOM Single Market and Economy signed in 2006. In the intervening period we have expanded our portfolio in human and social development and taken on board Security co-operation as another of our pillars.

As we reflect on 40 years of Community, there are areas of our integration that we feel we should have mastered, but we take pride in the strides that we have made in these four decades. There are noteworthy achievements in every sphere of Community life as a result of our integration aspirations: achievements in international fora, in health, education, in energy, in trade, in agriculture, in advancing the free movement of our peoples.

I recall my shock as a young technocrat in 1987 attending my first meeting, at the barriers to trade in goods that existed among Member States of the Community. To see how far we have come in removing those barriers to intra-regional trade and expanding our trade in services - that provide significant opportunity for growth and development - is testimony to vision, commitment and hard work. We

set the course for the removal of those barriers. We established the CSME: that is progress. We put in place the regime for the movement of skills: that is progress. We have done well in the movement of goods and services. We have had progress in the social sector. There are many other areas in the CARICOM architecture for us to celebrate. We have established our Caribbean Court of Justice, a defining moment in our Region's maturity as our political independence must be buttressed by the creation of our own jurisprudence.

propel us forward and to confront the global challenges. We are therefore undertaking a comprehensive assessment of that architecture - our Organs, our Institutions, our Secretariat - and preparing a five-year Regional Strategic Plan. That assessment will indicate how far we have come, what adjustments need to be made, and whether we are fit for purpose.

So prioritisation has to be the key. We have to make progress on all fronts. We must place more emphasis on the critical

We must do more to fight crime.

We must make our Region food secure. We have to address issues of climate change.

We must continue to consolidate the gains we have made in combating HIV/AIDS. We must continue to work on Non Communicable Diseases (NCDs) to find a solution to them.

There must be greater coordination of our foreign policy so that we can leverage our influence as a bloc of states.

I am very optimistic about the future of the Community. It is very easy for us to harp on our shortcomings without recognising and celebrating our accomplishments. But I am convinced that the political will exists to take our Region forward. We need each other. It is not an easy task ahead, but at this time of global challenge we realise that we need each other more.

We have much to be proud of; we have much to celebrate. Let us move resolutely towards another 40 years solidly rooted in the foundations of our founding fathers with momentum carried by our young people ably guided by all of us labouring in the vineyards to forge a common destiny for our peoples.

“ We must continue to focus on inspiring and empowering our citizenry through education and development of the skills which the new global society will demand of us. Information Communication Technology (ICT) is the new frontier for integration and development. We must therefore embrace ICT to boost our competitiveness and build the requisite skills set of our people. ”

Forward together

What we have to consider at this juncture is where we want to take our Community.

The current environment in the Community is characterised by stock-taking and change. Stock-taking, for us, is not a new concept – it is something that any country, any organisation, any entity, must do from time to time. We did so during the short-lived West Indies Federation, through the Caribbean Free Trade Association that preceded CARICOM. CARICOM itself underwent further review which yielded the 1989 Grand Anse Declaration that sought to reflect the priorities of that time and to make adjustments to the course in which we were heading. The time has come, once again, for us to ascertain whether the current integration architecture is adequate and relevant to

areas for us to work together as a Community.

We must continue to focus on inspiring and empowering our citizenry through education and development of the skills which the new global society will demand of us. Information Communication Technology (ICT) is the new frontier for integration and development. We must therefore embrace ICT to boost our competitiveness and build the requisite skills set of our people.

We must move towards productive engagement, particularly with respect to the competitiveness of our economies. It is clear that we can double our intra-regional trade if we address the technical barriers to trade, sanitary and phyto-sanitary measures and matters related to transportation.

'All hands must be on deck'



Sir Edwin Carrington

OUR LEADERS PLAYED CRUCIAL, DECISIVE ROLES: Former Secretary-General Carrington deliberates with the Hon. Owen Arthur former Prime Minister of Barbados and Dr. the Hon. Ralph Gonsalves, Prime Minister of St. Vincent and the Grenadines

Secretary-General Sir Edwin Carrington's tenure from August 1992 to December 2010, the longest by any Secretary General, spanned the transition from the Caribbean Community and Common Market to the establishment of the CARICOM Single Market and movement towards the Single Economy - the deepening of the Community - as well as its widening to include the non-English speaking Member States of Suriname and Haiti.

In reminiscing over his era, Sir Edwin said: "I don't think there is any one event or issue which I could pinpoint as the 'greatest achievement'. I consider however, that 'the holding together' of the CARICOM arrangement, the enlarging of it to take in new countries Suriname and Haiti (resulting in an increase in the Community's population from five and a half to sixteen million), the revising of the Treaty, thereby deepening and upgrading the whole integration arrangement, to be important. It also meant building and bring-

ing on board new institutional structures such as, the Caribbean Court of Justice (CCJ), Caribbean Community Climate Change Centre (the five C's), the Caribbean Competition Commission (CCC), Caribbean Regional Organisation for Standards and Quality (CROSQ), CARICOM Development Fund (CDF), in other words, putting flesh on the body.

(Continued on page 60)

In the beginning

‘There was a will at Chaguaramas that we shall not fail again.’

Sir Shridath Ramphal



Sir Shridath Ramphal reflects on the Caribbean Community

The recall of beginnings is a tonic when spirits are low; it builds conviction that we can do better; that progress will follow if vision and leadership show the way. Forty years from Chaguaramas 1973 is a good time for reflection; but the beginning was the journey from CARIFTA to CARICOM – the process of getting to Chaguaramas.

Almost eight years had passed since a pebble of regionalism had been cast from Antigua’s Dickenson Bay into the Caribbean Sea by three leaders who sought to rebuild Caribbean integration from the wreck of the West Indies Federation. The flimsy craft of a Caribbean Free Trade Area that Errol Barrow, Forbes Burnham and Vere Bird Snr. had bravely launched in December 1965 had been enlarged to a regional vessel by 1968. It was in it that Caribbean leaders sailed into the Bay of Chaguaramas in 1973 to establish the Caribbean Community and Common Market - (CARICOM).

During the preceding years several of the Member States of CARIFTA had come to full political independence, others - still States in Association with Britain - were also looking forward to complete political autonomy. But for all, the economic realities of nationhood were a barrier to meaningful sovereignty - each remained reliant to one degree or another on external assistance; many suffered from single-crop economies inherited from their colonial past; and they were all dependent on preferential access to the United Kingdom market for their primary agricultur-

al products. Political independence may have been a reality, but so too was economic dependence.

Britain had decided to join the European Economic Community (now the European Union) and this had caused the Caribbean countries – independent and non-independent – to confront the frailty of their individual bargaining capacity as new trade arrangements had to be negotiated with the EEC. The Caribbean negotiated as one on the commodities that were of critical importance to its member countries – rum, sugar and bananas. This experience underscored the imperative of acting together and more closely integrating our economies for survival.

But while the compulsion for economic integration – and even closer union - had become apparent by 1973, there was still a residual resistance to the idea. The five previous years of CARIFTA had taught Caribbean leaders – government, private sector and labour – that unity was not our natural state and that if integration were to be realised it would require constant work; and there was a will to work.

By 1973, the Free Trade Area had been established and the Council of Ministers had begun to chart its course through regular meetings, functioning in pragmatic ways, substituting practicality for dogma, and acknowledging the inevitability of compromise and concession. The Regional Secretariat, under the visionary leadership of William Demas, had begun to establish an identity of its own and to put into high gear the machinery of inte-

gration. But, it was not without its challenges.

Among them was a fear by the so-called 'Less Developed Countries' (LDCs) that they could be disadvantaged by deepening the integration movement from a free trade area to a Common Market. It is a measure of the level of understanding and cooperation that existed among leaders that the so-called More Developed Countries (MDCs) were willing to devise and make operational mechanisms that would give the LDCs greater access to resources – among such mechanisms was a regional development bank the majority of whose funds would be allocated to the LDCs as a priority.

The Charter of the Regional Development Bank was signed by all the parties by the end of 1969, the target date suggested at the Heads of Government Conference in Trinidad earlier that year. A target met – despite the doubts of those who felt we were pushing rather too hard; that we were running risks with the establishment of the Bank in order to meet an unrealistic deadline. Suffice it that the Bank was established; and that we were able to start the 1970's with this important trinity – CARIFTA, the Regional Secretariat and the Regional Development Bank – established and functioning.

Still, we had barely laid the foundations of Caribbean integration. Much more remained to be done; and it is well that, at the beginning of the 1970s, we had set our perspectives and understood the enormity of the undertaking ahead. We recognised that it had to be for the Caribbean a decade of decision – a decade that would settle, perhaps this time for all time, whether we move on in ever closer circles of unity, or spin off into separate orbits like so many wayward stars lost in the constellation of the world community. What were some of these decisions?

We saw the Regional Secretariat emerging in the 1970's as a central agency for regional action, working closely with the Regional Development Bank but having a wide area of activity that went well beyond economic development in its narrowest sense. We saw the Shipping Council and the 'Regional Carrier', the Universities and the Examinations Council, all coordinated at the regional level within the Secretariat; and we saw the Secretariat, through this role of co-ordination, helping to fashion the programme of integration that Governments would promote.

In our vision of the 1970s most of us saw in the skies of the Caribbean, and beyond, a regional airline staffed by West Indians and flying a regional banner. We saw, too, in the seas of the Caribbean, and beyond, a West Indian shipping service providing a more effective sea link within the Region than we had and, through extra-territorial services to our principal trading ports outside the Region, freeing us from arbitrarily manipulated freight rates that could have so crippling an effect on that economic development towards which of our other efforts were directed. And through them both we saw the people of the Caribbean making a reality of their regional home.

dences strengthened. Sailing in the Grenadines, duck-shooting in Guyana, feasting on curried goat in Antigua, and 'Mrs Ting a Kee's' crab-backs in Georgetown, not to mention carnival and cricket and carousing on ferry boats on the Demerara River – all this too was part of the story of CARIFTA and its transition to CARICOM – and I am pleased that I was a part of most of them.

To recall those times in the beginning, is surely to resolve to revive their spirit – lest we face an ending.



Naked truth

Either we weld ourselves into a regional grouping, serving primarily Caribbean needs, or lacking a common positive policy, have our various territories and nations drawn hither and tither into, and by, other large groupings, where the peculiar problems of the Caribbean are lost or where we become the objects of neo-colonist exploitation and achieve the pitiable status of international mendicants... This is the naked truth. Either we integrate or we perish, unwept, unhonoured.



- the Hon. Forbes Burnham, Prime Minister, Guyana, 14 August 1967, at the Officials Conference to plan for the implementation of economic integration

That work included attention to a Common External Tariff; a location of industries policy; harmonisation of fiscal incentives, and a regional fishing policy – to identify the most prominent. It was a monumental process, but undertaken at all levels from Heads of Government down with an astonishing measure of regional commitment, given all that preceded it in the years before 1965. There was a will at Chaguaramas that we shall not fail again.

It took all this and more, including camaraderie at all levels among decision-makers – camaraderie that took many forms besides solidarity around the conference table – many forms of togetherness of which friendships were built and confi-

Sir Shridath Ramphal, OCC, was born in Guyana. He is often described as the Caribbean's leading international advocate. He studied law at Kings College London, Gray's Inn, and at Harvard Law School. He was Assistant Attorney-General and Legal Draughtsman of the West Indies Federation, Chairman of the West Indian Commission, Chief Negotiator of the Regional Negotiating Machinery. Sir Shridath served as Minister of Foreign Affairs and Justice in Guyana. He holds the distinction of being the longest serving Secretary-General of the Commonwealth, 1975-1990. Sir Shridath was knighted by the Queen in 1970 and received the OCC in 1992.

Integration an imperative, not an option

The timing was propitious. It was the start of the new year that heralded the observance of the 40th anniversary of the Caribbean Community (CARICOM). The delivery was powerful and flawless: a call to arms to arrest the slothfulness in regional integration and move forward resolutely, strategically and inclusively, given the current international environment. The audience comprised politicians, members of the private sector, civil society, members of the Community, some without portfolios, but all key stakeholders in the integration movement. The speaker could not have been better chosen. An architect of CARICOM, a former Prime Minister and one who is considered a well-respected, elder statesman in the Region.

Delivering a lecture in Georgetown, on the occasion of the Rotary Club’s commemoration of World Understanding Month in January, Percival J. Patterson, affectionately called P.J., former Prime Minister of Jamaica and current special representative of CARICOM Heads of Government in Haiti, spoke of his “umbilical connection” to CARICOM. That link allowed him to share a vista of the future direction of the Community, the hindsight to point to missteps along the way, and the authority to point out the deficiencies and suggest solutions, such as the demonstration of strong political will and new thinking to propel the Community into the next 40 years.

Prior to the delivery of his lecture, Mr. Patterson informally engaged a different audience: staff members of the CARICOM Secretariat and underscored their “tremendous responsibility and obligation” in helping to chart the course that would allow the ship to sail forward. In the changed geo-political environment, the Community, he told staff members, had to carve out its own space and assets its own influence.

The Secretariat, he said, had to spearhead the creative thinking and inspiration necessary to contribute to the Community’s advancement.

Please see below the text of Mr. Patterson’s lecture titled “**A CRI DE COEUR FOR CARICOM: LEST WE WITHER ON THE VINE**” delivered on January 28, 2013, at the Pegasus Hotel, Georgetown, Guyana on the occasion of the commemoration of Rotary World Understanding Month.

It is always a pleasure for me to be in the great city of Georgetown. My presence here tonight is due to the Rotary Club which does not accept no as a final answer when it calls. It has come persistently in many forms – resorting to the shock attack – by reminding me of my long and deep connections with Guyana. It switched to the spinner’s guile by listing the long list of distinguished Speakers who have preceded me and daring me to refuse joining a list of such eminent persons as President Bharrat Jagdeo, Prime Minister Owen Arthur, Prime Minister Perry Christie and Sir Shridath Ramphal. What a powerful batting line-up. The

good thing is I come to bat with all the runs already on the scoreboard.

Leaving the topic for a speech to your Guest can be an unwarranted risk, especially for one who has retired from the political scene to the confines of the pavilion.

But for me, now a grandfather of 4, I am entitled to reminisce and have learnt to proffer advice which does not always accord with what my grandchildren are prepared to follow.

Nevertheless, let me share with you some

musings of a doting grandfather and offer a viewpoint on the future direction of our Region to which I have an umbilical connection:

“A Cri de Coeur for CARICOM: Lest we wither on the Vine”.

I readily recall my first visit as a Minister to Georgetown in April 1973. There was an air of excitement as Caribbean delegations gathered to implement the decisions our Leaders had taken in Chaguaramas the previous year to establish a Caribbean Community and to deepen the integration process by moving from a Free

Trade Area into a Common Market. We worked with intensity to complete the Georgetown Accord by daybreak. We had to stop the clock shortly before midnight on Thursday 12th, so as to avoid the reality of signing on Friday the 13th.

This marked the start of an exciting era when the value of integration was high and Leaders were prepared to take bold decisions and emphasize the advantages of joint and coordinated action. The four Independent Countries then, Barbados, Guyana, Jamaica, Trinidad and Tobago defied the Hemispheric embargo and extended full Diplomatic Recognition to Cuba.

After vigorous analysis and soul-searching debates, those countries not yet Independent, agreed to abandon Part IV of the negotiations with the European Economic Community, so that the entire Caribbean could negotiate as a single bloc.

It was here in Georgetown that the ACP Group was formally launched so that we could with the countries of Africa and Pacific form a single phalanx to create an entirely new form of trade and economic relationships – based on sovereign equality and no longer on an imperial relationship. The result was Lomé I.

I trust the members of this audience do not belong to that group who constantly castigate CARICOM as having achieved nothing worthwhile. Had that been the case, it would like several other Regional Groupings, have collapsed long ago by virtue of its own inertia.

I cite but a few of its accomplishments:

- There is a fine record in the areas of functional cooperation – education, health, response to natural disasters, development financing spring readily to mind.
- Despite the hiccups which are often evident, there has been a dismantling of the sturdy barriers to trade and commerce.
- The Single Market is now well established, but admittedly, much more can be done to stimulate regional commerce.
- Both in the fields of international diplomacy and the arenas of global trade and commerce, the CARICOM voice has been united, loud and unequivocal, even if it has not always elicited the positive responses we seek from the industrialized nations.

- The CCJ is now empowered to exercise its Original Jurisdiction and fully equipped, for those who so choose, to also serve as the Court of Final Jurisdiction for our nations and thereby complete the full circle of our sovereignty.

Notwithstanding these and other achievements, the voices who question the relevance and endurance of CARICOM are becoming increasingly strident and vociferous. They will not remain silent but integration is not an option; it is an imperative.

Even those of us who remain convinced that regional economic integration is not simply an option but an imperative, must frankly ask ourselves why is this so? What has caused the obvious diminution in the minds of our people as to the relevance and useful purpose of the Caribbean Community?

It is not good enough to realize that these doubts have appeared elsewhere – e.g. the recent decision by the British Government to hold a referendum on future relationships with the EU. We must examine our own circumstances and realize that the answers lie within us.

There should be no need for me to elaborate on the weaknesses which have plagued CARICOM since they have been repeatedly mentioned in many expert studies. In any event, time will not allow – but let me cite the most serious –

- i. the failure to settle a structure for effective governance and the absence of which leads to a deficit in the implementation of solemn decisions.
- ii. The delay in re-engineering the machinery within the Secretariat and Regional Institutions to effectively co-ordinate and execute agreed programmes in a rapidly changing environment which raises new issues, seemingly with every passing day
- iii. Moving at the speed of a tortoise in advancing the protocol on the Contingent Rights of CARICOM professionals to permit greater freedom of movement.
- iv. What purpose does the CARICOM Passport serve if travelling within the Region is still like an obstacle race? Foreigners were allowed to travel with absolute freedom throughout the Region during the Cricket World Cup in 2007 while our own people have to establish

their identity at each port of entry. It simply does not make sense.

- v. the failure of the Community to tackle the burning issues of concern to our people – transportation within the region, energy, food, climate change.

In fairness, we can mention with pride our collective response to the HIV/AIDS pandemic.

Let me make it clear – as of now, some decisive steps are urgently required to rescue CARICOM, or else life support may come too late to prevent coma. Our leaders must take the helm of our regional ship and guide it through the choppy waters of this time.

None of this will be achieved without a renewal of political commitment; implementation of long outstanding decisions and the design of fresh initiatives that can ignite the imagination and meaningfully engage the interests of our people.

New Global Contours

Admittedly, our Political Leaders today confront global contours which are vastly different from those we faced 4 decades ago.

The configuration of Europe now encompasses 27 nations, many of which make major huge financial demands on Community budgetary allocations for their own development and who have no historical relationship with the Caribbean or little interest.

With the advent of the WTO, preferential arrangements for sugar, bananas, rum, rice no longer exist. Reciprocal treatment is the order of the day. And if this is so, the same way in which the US introduced regulations with respect to US citizens with funds in the Caribbean, why shouldn't we reciprocate and demand of them that they must supply information on people from the Caribbean who have funding and savings in their financial institutions?. We have to use our collective strength

Globalization has become the mantra which results in a spread of contagion whenever recession occurs in the devel-

oped world and poses a threat of virtual extinction in much of the developing world. We are all aware of the issue of graduation. We in the Caribbean still remain particularly vulnerable to regressive trends in the global economy.

The search by every Government to tackle its own domestic problems, should not result in the abandonment of sound regional strategies. There are distinct areas where we can all benefit by a collective approach in finding solutions which sustain the regional thrust rather than becoming marooned within each restricted national space.

As we watch the emergence of the growing power and potential of the BRICS – Brazil, Russia, India, China and South Africa – we can identify sound prospects for economic collaboration and the expansion of trade – new sources of capital investment – an increase in the exchange of goods and services – development in new Green Technologies.

In doing this, we should identify what we have to offer in exchange – e.g. production for access to external markets, hub for logistics, promoting the range of creative industries, culture, sports.

Foreign Economic Policy

At the Meeting of CARICOM Heads in St. Lucia, last July, Prime Minister Kenny Anthony proposed the urgency of CARICOM nations formulating a common foreign economic policy to take into account the profound changes on the global landscape. This commendable exercise should not be allowed to languish.

As we did in our encounter with Europe, we should now be formulating a common strategic approach for the new global construct before time runs out. We need urgently a new framework for CARICOM Economic Cooperation and Development with China – which has manifested its Caribbean thrust by a range of investments in our physical infrastructure, and with Brazil – the powerhouse which borders both Guyana and Suriname. The advent of globalization, the rapid changes in technology, the factors which drive a competitive market economy all combine to dictate that we are compelled to select



Charting the integration course: Young integrationists, Alister McIntyre, who later became Secretary-General of CARICOM and the Percival J Patterson, who subsequently served as Prime Minister of Jamaica confer on Community matters.

and prioritize those areas in which we enjoy a comparative advantage.

The Knowledge Economy

Now more than ever, knowledge is power. No one suggests that we disregard our natural sources or abandon the field of primary commodities. But no one can question that building a knowledge economy holds the key to our survival and future prosperity. The building and accumulation of our human capital is the only secure way forward.

It demands a paradigm shift from reliance on physical resources to engendering human resources as the catalyst for our development. As we plan for the future, greater emphasis must be placed on Human Capital formation so that develop-

ment is more knowledge based and oriented to services.

Our education system, with the Regional University and our Tertiary Institutions, must be directed to spearhead this process and to engage in cutting edge research. This has to fuel the spread of creative industries and be a source for the preservation and renewal of that which we identify as the unique Caribbean civilization.

We should foster the spread of the creative industries – a wide range of businesses that encompass Food, Fashion, Literature, Sports, Entertainment, the Visual Arts. Why should we not capitalize on our prowess in dance, in craft, in music, literature and sports?

Why should a region which has produced the only musical instrument of the last century – the steel pan – the song of the Millennium – Bob Marley’s “One Love”

– a Cricket Team which conquered the world for 17 long years – an Earl Lovelace, a Martin Carter, an Eddie Grant, the world's fastest human being – Usain Bolt – have a balance of payments or unemployment problem?

CARIFESTA

The Region's talents in the cultural field, in the artistic and musical industries were on display at the 1972 CARIFESTA in Georgetown.

CARIFESTA will be celebrated in Suriname later this year. This opportunity should not only be used to re-launch CARIFESTA, but to prepare to take CARIFESTA to the world at the time of staging the 2016 Olympics in Brazil. It should be seen as an effort of co-operation between the Caribbean Community and Brazil.

The Caribbean will be expected to again excite on the track. We should aim to benefit economically from providing cultural entertainment off the track, while establishing its cultural and artistic prowess in South America, as we move closer to that region for economic cooperation.

A Centre for Knowledge Creation

In speaking of the Caribbean as a centre for knowledge creation, we should fashion a knowledge management centre to support projects and enterprises, public and private, throughout the Caribbean Region.

The basic idea is to create a unit/team that is charged with developing and executing a strategy to manage knowledge as a strategic asset, with the focus on encouraging across the region, knowledge sharing on past successes (strategic, projects, joint ventures, process, procedure, practice) in the private sector and in government with the stated goal of leveraging shared knowledge to facilitate, attract and trigger investments and economic growth.

CARICOM countries could benefit from having access to a reliable, credible source of information and knowledge on past business (and government) successes and on current opportunities with the infor-

mation archived online, properly identified, catalogued, distributed, promoted, discussed with appropriate electronic and other tools that contributors and users can use to mine the data to gain insights from the successful (and perhaps the failed and developing) strategies, processes and practices in private sector and government entities, including vital knowledge and expertise that's resident in individuals in the region and the diaspora or embedded in organizations.

This knowledge management initiative would enable contributors and users to leverage past success stories, experiences, insights and lessons to create strategic advantage, and to inform, facilitate and trigger investments and growth handles.

Ladies and Gentlemen, activity generates momentum. Momentum stimulates enthusiasm. CARICOM needs enthusiasm and interest, especially among the young people of the region whose experiences are rather different from those of past generations and mine. It needs joint activities to build hope and true meaning.

We have created World Beaters and Leaders, but they must be able to dream big – to see beyond their island borders.

Our people have demonstrated their capacity for excellence in every field. If at the level of governance we even appear to be dysfunctional, the vineyard will wither.

Critical Resources

The Caribbean has some critical borderless resources which are becoming more and more vital in modern day human and business development.

The Caribbean Sea; the air and our atmospheric spaces are vital to transportation, communication and the movement of information. Our marine and land-based biodiversity with a very high percentage of endemic fauna and flora including naturally occurring medicinal plants; the energy resources of oil and gas; solar and wind; ocean thermal and wave; geothermal; rivers and ever recurring biomass.

The Caribbean Sea

This is currently one of the most heavily trafficked seas in the world. It is about

to become many times moreso with the conjuncture of the widening and deepening of the Panama Canal to accommodate mega ships of two and three times the largest in operation today and the shift of the centre of world economic activity from North America and Western Europe to Asia and the Pacific. Currently the Caribbean earns mainly the pollution. It is time to change this.

- i. The Yachting Industry offers considerable scope for development. Many islands have invested significantly in Marinas and Registries. An increase of employment would require highly specialized skills.
- ii. Expansion of Maritime Training.

The Region should expeditiously agree on a strategy to leverage the reputation of Caribbean Maritime Institute (CMI), to expand its operations and create linkages with other appropriate Training Institutions to establish a strong Regional Maritime Training Network. The network could also include the Training Institutions of the Disciplinary Forces.

Agriculture and Food

Thirty years ago, the CARICOM Region was a significant net exporter of food and agro-based products. Since then, food importation has grown rapidly and agricultural exports have declined. The major crops – sugar, bananas, rice, citrus, nutmegs and arrowroot have lost ground in advantageous markets and reduced government support for the production.

Prices have fallen and input costs have risen. Subsidized imports which kept prices low are becoming scarce and expensive. Here is a golden opportunity to reignite production not of the traditional crops but of new food yields for agro industry, for energy and for animal feed. Let us stop talking about the potential for agriculture in Belize, Suriname and Guyana and take action.

The CARICOM Enterprise: A Proposal by the President of Suriname

President Bouterse of Suriname, as Chairman of CARICOM a year ago, made a highly important recommendation for CARICOM at this stage. He proposed essentially that Groups of Members promote jointly owned enterprises (by Public or Private Sector) to develop critical resources available in the region.

This is the concept of the CARICOM ENTERPRISE which was approved before the CSME and is consistent with it once all willing Member States are included.

Areas which come immediately to mind are in Agriculture, Mining, Energy, Fisheries, Agro Processing and even Marketing.

It should be vigorously pursued.

A Revised Treaty

Ladies and Gentlemen, this year we observe the 40th Anniversary of CARICOM. There is a compelling need for new thinking about the Community into the next 40 years. New ideas must be generated from widespread discussion about the direction, priorities and the construct of the integration movement based on the political geographic, economic and social realities of the Region and the wider world.

Tonight, I make a clarion call to revisit the Revised Treaty of Chaguaramas. This legal underpinning of the current construct has carried us this far. But the time has come for its revision, as we provide the blueprint for a brighter Community future. The Revised Treaty is essentially trade based and only identifies best endeavours in other areas. There is an urgent need to place greater emphasis on production integration which would allow us to pool the resources of the Community and exploit them more effectively.

We must push the frontiers of integration further to include a common air space and a common ICT space. The issue of transportation and a common air space has bedeviled us but hard choices must be made if we are to advance in this area which is so critical to our integration. With respect to ICT, why is it that a call from Guyana to Jamaica must be long distance? Why is it that our internet rates are so high?

Addressing both these issues would make our Region much more competitive, attractive for the conduct of business and also contribute to our overall development.

The CARICOM Machinery

The CARICOM Secretariat has been mandated to prepare and be guided by a five year Community Strategic Plan. This process of change and reform cannot be limited to the Secretariat. The Organs of the Community must also be put under the microscope. The role and functions of the Institutions in our integration architecture must be scrutinized to ensure that we are all heading in the same direction and with the same expedition.

There is an urgency for us to get on with it. The Organs and Institutions of the Community, especially the CARICOM Secretariat, must take on this challenge as their top priority. In doing so, however, they must be afforded the space required – for strategic thinking, mobilizing, discussing – to maximize the effect on the ground in fulfillment of the Community objectives.

The entire Region, from Heads of Government to ordinary citizen, from institution to Non-Governmental Organization and our Universities must turn its attention to these urgent imperatives. The Community of tomorrow must be built today – deliberately and inclusively.

Ladies and Gentlemen, I have mentioned a few areas, many of which are by no means novel, that will make a tremendous difference to the present perception of CARICOM and, even more importantly, impact positively on the development of our people.

Admittedly, in a time of severe resource constraints, CARICOM Heads will have

to determine priorities among competing claims and set firm priorities and a rigid time-table on specific areas to accelerate regional growth and development. Tough choices will have to be made and soon – But as Buju Banton reminds us – “It’s not an easy road.”

Without the political will and the concerted action by Regional Stakeholders – Governments, Opposition Parties, the Business Sector, Labour, NGO’s, the media – CARICOM is in danger. It needs concerted action, simultaneously on all fronts so that it does not dwindle or fall into desuetude.

We must create a groundswell of support for integration in every Member State and Associate Member; build alliances of private citizens who are prepared to champion the cause of integration and create meaningful linkages between and among themselves.

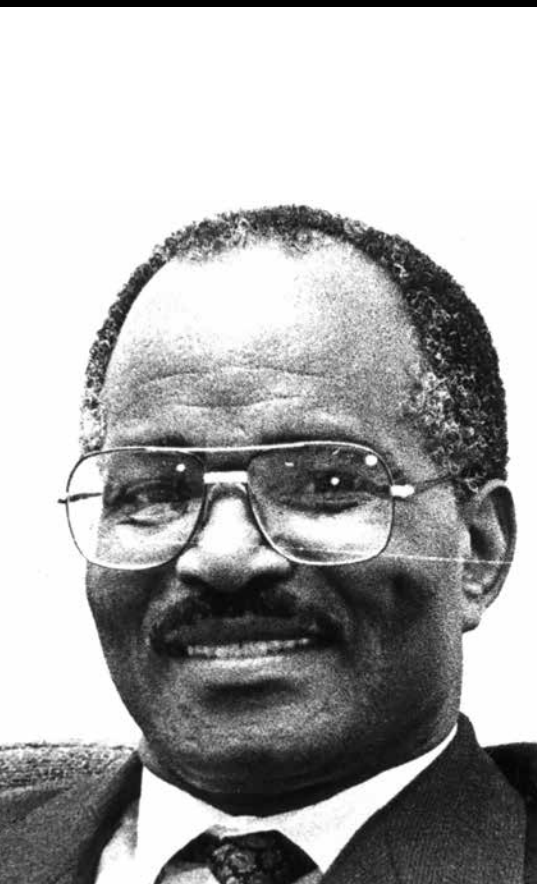
I renew my plea of 2009 from Georgetown to combine all our endeavours “to move our Caribbean people on the path of economic prosperity and social progress to ensure that we fashion a Caribbean civilization embedded in strong regional consciousness and rooted in the promotion of human dignity for those who call the Caribbean our only home.”

Once again, let the voices be heard from Georgetown – Rally round the West Indies!

The Caribbean Community at 40

'It is increasingly becoming the view of several observers that the perception of the role and function of CARICOM is just as important as what the Community actually achieves'

By Professor Sir Kenneth Hall



Professor Kenneth Hall

As the Caribbean Community (CARICOM) celebrates the fortieth anniversary of its birth, there is much that the Region can look back on with a sense of achievement. We can begin with the simple fact that the Caribbean Community remains the oldest and one of the most viable integration movements in the Region. And although it has encountered a number of difficulties on the way to realising the dream and vision of the Founding Fathers, it has shown both maturity and the capacity to stay the course over the last forty years. This is not, however, an attempt to deny the reality of certain difficulties facing the Community as an organisation.

Those realities are evident to all Caribbean Governments and their peoples: the pace of the implementation of the CSME is too slow; there is a clear need for Regional and inter-Regional trade; foreign policies could be better coordinated; and the work and activities of the Community ought to play a greater and more immediate role in the lives of the Caribbean people, among other things.

In addition, there is one particular threat to the Community which appears to be insidious and must be nipped in the bud. It must be evident to any student of Caribbean affairs that there is a growing disconnect between the Community as an institution and the 'integration process'

where activities are occurring and which make for the closer integration of the Region. Caribbean citizens are aware of developments in technology, telecommunications, sports, culture, education, food sciences and music, for example, which serve to bring our peoples and governments closer together but which are not taking place within the traditional framework of Regional integration. The Community, for example, can use the synergies of technology and telecommunication to drive the integration process. In my judgement, it is a matter of institutional innovation, political maturity and will.

Yet, none of these difficulties threatens the overall progress of the Community and a close reading of the history of the Community would suggest that it now has the experience, the expertise and the capacity to overcome them and realise the dream of the original Founding Fathers. I wish to submit that what was regarded as the lack of success of the Community is more often than not a case where the Community has not been able to advertise its success in a compelling and persuasive manner. Or it does not focus enough on those areas where quiet but effective work is being done by Regional Institutions. The system of institutions created by our Founding Fathers which has allowed the Community to anticipate problems, correct deficiencies, navigate the decolonization process, deepen our democratic culture and processes and foster a sense of

self-confidence among our peoples have been unheralded and unsung.

We tend to forget that after the collapse of the West Indies Federation it was the functional cooperation experienced by all of the Caribbean States which kept the Integration Movement alive. Similarly, while there is a fashionable pessimism nowadays about the survival of the Community, most of us seem to overlook the areas where the Caribbean Community has been quietly making progress. I refer in particular to the area of education. The Caribbean Examinations Council has now become the backbone of the education system of the Region. And anyone who is familiar with the work of the Council must conclude that the Region's young people are being educated in a wide array of subjects, which will surely prepare them to play a role in their own countries and by extension the Caribbean Community. I refer also to the Caribbean Meteorological Organisation (CMO) which has been doing excellent work in helping the Region adjust to the changes in climate. The Caribbean Disaster Emergency and Management Agency (CDEMA) is not without honour in doing good work on behalf of the Community. Indeed, a case could be made that at the level of functional cooperation, the Community seems to be proceeding at a pace which outstrips its growth in other areas. Yet, the work being done in these areas does not seem to make the headlines across the Region and neither is it publicised appropriately. Indeed, it will appear that when it comes to functional cooperation, there is a clear information deficit.

It is increasingly becoming the view of several observers that the perception of the role and function of CARICOM is just as important as what the Community actually achieves. This point needs some elaboration. Almost all of the writings about the Caribbean Community seems limited to the lack of progress with regards to the CARICOM Single Market and Economy (CSME) and such matters as intra-Regional trade. And depending on the perspective of the writer concerned, conclusions are reached which are gloomy even though the focus is on one area of the work of the Caribbean Community.

More than 31 years ago, the then Prime Minister of Barbados, Mr. Errol Barrow pointed out that the Community was in fact more than just a question of trade. In a now celebrated speech given in Guy-

ana 1986 he emphasized that almost on a daily basis people were integrating the Region. And anyone who is familiar with the Caribbean Community would readily admit that with the modern means of transportation and communication the Caribbean People have been in greater and closer contact with each other in ways that were not possible before. There is another point to be made here. As someone who has been working in the field of Caribbean Integration for more than a quarter of a century, it is my firm conclusion that the Region is experiencing a level of integration not imagined, indeed, could not have been imagined, by the original signatories of the Treaty of Chaguaramas.

Some years ago, the UWI-CARICOM

"If we have sometimes failed to comprehend the essence of the regional integration movement, the truth is that thousands of ordinary Caribbean people do, in fact, live that reality every day. We have Barbadian children of Jamaican mothers, Barbadian children of Antigua and Saint Lucian fathers. And there is no need to mention Trinidad which has always been tied to us, not only by the inestimable bonds of consanguinity, but by the burgeoning cross-fertilisation of cultural artforms."

- (The Hon. Errol Barrow, Prime Minister of Barbados, Seventh Heads of Government of CARICOM Meeting, Georgetown, Guyana, July 1986)

Project asked the Trinidadian Economist Trevor Farrell to prepare a paper on Caribbean Integration. His conclusions were not only fresh and revealing, but more particularly, they caught a new trend in Caribbean Integration. In looking at the Regional economy, Farrell said that since the mid-1990s, "we have begun to see much more evidence of economic integration emerging than in the previous 20 years." He went on to state that "Over the course of the last 10 years, there has been a mushrooming of cross-border direct investments in the Region... a wide range of activities are involved from banking to carnivals, from tourism to fast food." There have also been large investments in financial services. My own suspicion is that this kind of integration has been intensified as Caribbean businesses have become more savvy and understanding of the Regional and international economy.

Integration movements, as history has demonstrated, do not progress easily or in a seamless manner. More often than not, there are stops and starts as the movement itself grapples with new problems, tries to create new institutions, accumulate expertise and develop technical capacity to create the instruments to ensure forward movement. I believe that CARICOM is at such a crossroads. It is in a new political and economic environment which it will master and build a common Caribbean home and civilization for the Caribbean peoples. In this sense, the Caribbean Community will reposition itself to play an important role at the Regional and international levels as it did in the eighties, with the formation of the ACP, the creation of the New International Economic

Order and the leadership role provided on such issues as Apartheid in Sports, to name a few areas where the Caribbean has been politically and intellectually dominant.

The Most Honourable Professor Sir Kenneth, former Governor-General of Jamaica, is a well-known and respected Caribbean academic who utilised the skills of his profession to analyse the main factors leading to the success of the Caribbean Integration process. Professor Sir Kenneth joined his academic work to a passion for education and has held positions of Chairman of the Caribbean Examinations Council (CXC), Pro Vice-Chancellor and Principal, UWI, Chancellor, University College of the Caribbean and Deputy Secretary-General, Caribbean Community. He is currently a Distinguished Research Fellow of the University of the West Indies.



Human Development, Functional Cooperation and the Science of Delivery

By Dr. Edward Greene

With very few exceptions, the importance of Caribbean regional integration (CARICOM) has been fully grasped by the people, policy-makers, academics, civil society, media and advocates. The problems with CARICOM have been expressed in terms of frustrations with the slow pace of implementation of policies and programmes, tardiness in tackling its governance arrangements and concerns about its competitiveness in the changing international environment. The yardstick for measuring progress is usually based on the Region's performance in arenas of trade and economic development. While this is understandable, given the emphasis that is placed on the flagship CARICOM Single Market and Economy (CSME), there are three other pillars – foreign and community relations, human and social development, and security -- on which the foundations of Caribbean Community rest. Even within the CSME, the successes in initiating the Single Market (2004), Caribbean Court of Justice (CCJ) in its original jurisdiction (2005) and the completion of EPA with the EC (2009) seem not to count.

Yet, the challenge for the regional movement is not a lack of new ideas, innovative concepts or political will. Rather it is the difficulty in implementing and building on simple, pragmatic, scalable solutions in a sustainable way. This article suggests that while the CSME project is being refined, emphasis should be placed on human development and functional cooperation which combine to offer a useful framework for a science of delivery at this time when the Community chooses to celebrate and reflect.

A Science of Delivery framework

Dr. Jim Kim in his inaugural Presidential address to the Board of the World Bank (2012) introduced the notion of a *science of delivery* as a major challenge for development institutions and for leaders across the world. He argues that creating sound policies is only the beginning. Successful

leadership requires relentless focus on implementation. In this respect, delivery means more than passing laws or the issuing declarations or announcing mandates. Sir Michael Barber is of the view that “*the science is ready to emerge ... it means changing the facts on the ground and ensuring that the public can see and feel the difference.*”¹

Human development is a combination health, education and standard of living measures. The human development index, which is increasingly being used to compare the performance of states, is based on a country's average achievement on three basic aspects of human development: longevity, knowledge and a decent standard of living. **Functional Cooperation** is defined as a cross-cutting element and a driver of regional integration for development. It is a mode of cooperation that may encompass or incorporate certain activities carried out specifically to support economic, social, foreign policy and security objectives of the community.²

Human development and functional cooperation are connected to the science of delivery through their fundamental concerns with such measurable attributes as ending poverty and promoting shared prosperity underlying the millennium development goals to which all Caribbean countries are committed.

Measuring Human Development

In the latest HDI rankings (2013), Barbados is 3rd in the very high category in the Americas after USA and Canada and 38th globally. The Bahamas, Antigua, Trinidad and Tobago, St Kitts and Nevis, St Vincent and the Grenadines, Jamaica and Saint Lucia are in the high category. Guyana, Belize and Suriname are in the medium category and Haiti, in the low category. There are several levels of analysis that may be carried out to explain the cause and effect of these HDI rankings. However, the **World Bank's World Development Indicators** (2003) and before that the IDB's **Review of the Developments in Latin America and the Caribbean** (2009) provided some clues. Over

the period 2007-2012, the GDP growth in the Caribbean fell by an average of 1.7 per cent, 'tracking global uncertainties'. Nevertheless, CARICOM countries were, for the most part, able to achieve relatively its High HDI rankings by sustaining investments in health and education and by the application of functional cooperation in these areas.

Several concrete examples identify the extent to which shared responsibility for services at the regional level (regional public goods) could have a positive impact at the national level, especially when local leadership provides the added impetus of accelerating improvements in delivery at scale.

First, the Caribbean Examination Council, in existence since 1973, has established a common Caribbean-oriented curriculum with standardised assessments for secondary schools across the Region, including in some non-Caribbean countries like St. Marten. It is internationally recognised. Around this activity, a value chain of researchers, publications, modules, evaluations and specialised tutors have emerged. CXC has contributed to the increase in qualifications for and enrolment in tertiary level education over the past 20 years which has increased from 5 per cent to 20 per cent.

Second, a complementary feature of the CXC is the Caribbean Vocational Qualifications, (CVQ) which has standardised the certification of skilled tradespersons such as plumbers, masons, carpenters and steel-pan players, permitting them, in principle, to free movement as skilled personnel within the CARICOM Single Market.

Third, the Caribbean Cooperation in Health (CCH) initiated in 1984 and now in its third version (2009-2015) illustrates what can be achieved by setting common goals and sharing services. It was through joint action between CARICOM and PAHO that the Caribbean was the first developing Region in the world to have eliminated polio and small pox in the late 1980s. CCH, one of the two pillars in the **Nassau Declaration, 2001** The health of the Region is the wealth of the Region, now provides the philosophical

¹ Sir Michael Barber *The Origins and practice of Delivery* **Voices of Society The art and science of Delivery**, McKinney and Company, 2013 , p 18

² **Report of Task Force on Functional Cooperation**, CARICOM Secretariat 2007

underpinnings on which the Caribbean Public Health Agency (CARPHA), its last actionable recommendation, is built. CARPHA, which began operations at its headquarters in Trinidad and Tobago, in January 2013, is the consolidation of five Regional Health institutions into one Agency and is poised to be the “CDC of the Caribbean” through its competencies in prevention of communicable and non-communicable diseases, promotion of a healthy environment, through surveillance and research, laboratory and drug regulations and response to health emergencies.

Fourth, the Pan Caribbean Partnership against HIV/AIDS (PANCAP) brings together representatives of governments, the private sector, NGOs and development partners with people living with AIDS under **one** strategic framework for resource mobilization, **one** governance arrangement for management and accountability and **one** monitoring and evaluation metric. Designated by the UN as an international best practice, PANCAP, with support of a variety of partners has contributed in no small measure to the increased access to treatment by over 50 per cent, increased prevention of the disease resulting in less persons being infected and reduction of deaths by 80 per cent over the last decade. More recently, the Global Fund for AIDS, TB and Malaria (GFATM) has reduced the level of funding for middle and upper income countries, in which category most CARICOM countries is classified. This means that governments are challenged to devise new investment strategies for financing AIDS so as not to cause a reversal in the gains over the past decade.

Fourth, the recommendations of the seminal report of the Caribbean Commission on Health and Development chaired by Sir George Alleyne, the Port of Spain Declaration (2007) *Uniting to fight the non-communicable diseases* triggered the UN General Assembly Special Sessions (September 2011), and sparked a world-

wide wellness revolution.

These examples demonstrate that systems management to sustain human development is complex whether in education, health and other areas, especially in the economic value chain. At the same time, Governments have to deal with diverse stakeholders. Other sectors, working within their own corners of the system may have little interest in the “whole” but may be subject to government interventions. All this makes delivery or implementation hard to achieve. And this is not necessarily because of a lack of leadership capacity or political will. Yet, out of this complexity emerges adaptation, information-sharing and collaborative action as a way of overcoming the most challenging environment.

Making functional cooperation and a community for all

Nowhere is this more evident than the convergence of functional cooperation and human development. It is after all the areas of education and health which had driven the integration process long before trade and economic development took root. The Treaty of Chaguaramas which created the Caribbean Community and Common Market in 1973 identified functional cooperation as one of three pillars. The others were the establishment of a common market regime and coordination of the foreign policy of Member States. In the case of functional cooperation, it was defined as *“the efficient operation of certain common services and activities for the benefit of Caribbean people; the promotion of greater understanding among its people and the advancement of their social, cultural and technological development.”* Article 8 provides a comprehensive list of these activities.⁵ In 2001, The Revised Treaty of

Chaguaramas, reiterated the importance of functional cooperation as one of the main pillars of the integration movement

It was in July 2007, that CARICOM Heads of Government, at their Twenty-Eighth Conference held in Barbados, appointed a Task Force and approved the *Needham's Point Declaration on Functional Cooperation*. They expressed the determination: *‘to make functional cooperation one of the principal means by which the benefits of the integration movement are distributed through the length and breadth of the Community, including the Associate Members and among all its people, thereby engendering a ‘Community for All’.*”

Despite the recognition of its importance, there was a tendency in the past to see functional cooperation as limited mainly to the broad area of human and social development, partly because activities in this area tended to be carried out largely under this modality. The reality, however, is that functional cooperation, which is intended to be practical and useful and also supportive of the overall objectives of the integration movement, is a cross-cutting issue which is applicable to all areas of activities carried out within the Community.

It is important therefore to emphasise this point in all future definitions of the concept. During the Twenty-Seventh Meeting of the Conference of Heads of Government of CARICOM held in St. Vincent and the Grenadines in July 2006, Heads of Government agreed that there was an urgency in addressing functional cooperation that paralleled developments related to trade and economic cooperation, and stated in this regard that increased attention should be paid to those issues that would enhance the welfare of citizens, including the reduction of poverty, social protection and human resource development, among others.

³ Caribbean Epidemiological Centre (CAREC), Caribbean Environmental Health Institute (CEHI), Caribbean Health Research Centre (CHRC) Caribbean Food and Nutrition Institute (CFNI) and the Caribbean Regional Drug Testing Laboratory (CRDTL)

⁴ Among the main development partners that contributed to PANCAP's CRSF are The EU, USAID, DFID, CIDA, PEPFAR, GTZ, CDC, UNAIDS, UNFPA, and GFTAM

⁵ air transportation, meteorological science and hurricane insurance, health, intra-regional technical assistance, intra-regional public service management, education and training, broadcasting and information culture, harmonization of the law and legal systems of Member States, the position of women in Caribbean society, travel within the Region, labour administration and industrial relations, technological and scientific research, social security, other common services and areas as may from time to time be determined by the Conference”

Regional Institutions as Delivery Models driving Social Change

Regional institutions listed below have played, and continue to play, an important role in cooperation in their respective fields of competence. Their technical expertise in the form of research, surveillance, quality control, response to emergencies is vital to the Region's viability. The current review of regional institutions may wish to give consideration to the fact that together they contribute to the implementation of a series of programmes that contribute to the sustainable development of CARICOM. In a very incisive report on the composition, organisational structure, classifications and legal basis for these institutions, Professor Ralph Carnegie recommended that in order to support an effective programme of functional cooperation, the CARICOM Secretariat should cooperate with all relevant institutions and should seek to facilitate cooperation among them. More importantly, the Secretariat should be assigned the responsibility to monitor and evaluate functional cooperation activities carried out in the Region with a view to ensuring the optimal implementation of such activities⁶. By implication, such a role requires a dedicated coordinating unit within the Secretariat to transform the functional cooperation activities into a science of delivery.

The regional institutions are already a source of delivery whose operations can be further refined and reformed. To achieve this status, the structure and role of regional institutions within the Community should be clearly identified. In order to effectively deliver functional cooperation, their activities should be standardised around four main approaches – sharing policies and programmes, dissemination of information, development of human resources, and monitoring and evaluation. The opportunities to incorporate public-private sector partnerships into the design of functional cooperation activities are limitless. So too are the provisions for streamlining informal and formal attachment of NGOs to the organs of the Community through, for example, the es-

tablishment of Council on Civil Society. This would assist in bringing some order to their engagement in the Community, while at the same time allowing for the flexibility of these arrangements, tapping their expertise and engaging them in functional cooperation on a mutually beneficial basis.

If regional institutions could develop a method of analysing the benefits of functional cooperation in the various domains and also issue Annual Reports to the Heads of Government and through them to the public, CARICOM, through its human development programmes and delivery of functional cooperation, would truly have achieved a science of delivery in a Community for All.

Article 21 of the Revised Treaty of Chaguaramas provides for the following to be recognised as Institutions of the Community:

- Caribbean Disaster Emergency Response Agency (CDERA);
- Caribbean Meteorological Organisation (CMO);
- Caribbean Environmental Health Institute (CEHI);
- Caribbean Agricultural Research and Development Institute (CARDI);
- Caribbean Regional Centre for the Education and Training of Animal Health and
- Regional Veterinary Public Health Assistants (REPAHA);
- Assembly of Caribbean Community Parliamentarians (ACCP); and such other entities as designated by the Conference

Article 22 provides for the following entities to be recognized as Associate Institutions of the Community:

- Caribbean Development Bank (CDB);
- University of Guyana (UG);
- University of the West Indies (UWI);
- Caribbean Law Institute Caribbean Law Institute Centre (CLIICLIC);
- The Secretariat of the Organization of Eastern Caribbean States; and such other entities as may be designated by the Conference.

Other Regional Institutions not named in the treaty but functioning as such:

- Caribbean Regional Organization on Standards and Quality (CROSQ)
- Caribbean Regional Fisheries Mechanism (CFRAM)
- Caribbean Tourism Organization (CTO)
- Caribbean Community Climate Change Centre (CCCCC)
- Caribbean Health and Food Safety Agency

By Inter Governmental Agreement (2011):

- Caribbean Public Health Agency

Spreading the Science of Delivery to other aspects of the Community's work

In order for functional cooperation to permeate all aspects of the work of the Community and to be experienced by all its citizens, it will be necessary to implement specific projects that have definable goals and measurable objectives. Chief among these are those that deal specifically with advancing the priorities identified in the strategies for youth development arising out of the Caribbean Commission for Youth Development⁷, programmes on gender equity, particularly geared to eliminating violence against women and girls, and those promoting and implementing the recommendations for accelerating cultural industries, and advancing the critical dimensions of ICT for development to keep the Region in line with global developments. In so doing, it is important to establish priorities for the implementation of the various projects, bearing in mind existing resource constraints.

A good information and communication (I&C) strategy is required to continuously engage stakeholders in a dissemination and feedback flow ensuring that they feel included. The Caribbean Diaspora, civil society, the private sector, the youth and the media are vital to this loop which must actively include the social media. The es-

⁶ Ralph Carnegie, *CARICOM Regional Institutional Report*, UWI, 2006



sentinal ingredients of the I&C strategy for CARICOM are: What are we trying to do? How are we trying to do it? How at any moment will we know if we are on track? If we are not on track what are we

going to do about it? How can you help to change failure into success? As Dr. Kim so aptly puts it, “delivery becomes a science when we learn the lessons of what works and what does not and unleash the

science that will change millions of lives.” In this way we are ‘all engaged and consumed’ in this lofty CARICOM venture.

“ Find new ways to communicate

The promise of the regional integration movement even in the area of trade, cannot be realized unless we find new ways of communicating to the mass of our people the meaning and purpose of all our regional institutions. And that’s one reason (if no other could be found) why the University must move from the confines of the campus more and more into the heart of the communities which constitute our Region. This battle of communication in defence of the unity of the Region must be won if our efforts during this week and hitherto are to survive beyond the confines of conferences.

”

-The Rt. Hon. Errol Barrow, Prime Minister of Barbados

As the Caribbean Community celebrates its 40th year and contemplates the next 10 years, it has to position this Region to be part of shaping the global post-2015 development agenda. It is clear that the new goals will revolve around pathways to shared prosperity and poverty reduction, growth with equity, and sustainability through management of the environment for future generations, fostering an inclusive society and assuming fiscal sustainability. Within this global context, CARICOM will no doubt need to perfect its CSME mission to achieve sustainable economic growth. It could, however, win the peoples’ trust and support for the regional project by demonstrating movement toward a science of delivery. Placing greater emphasis on human development and functional cooperation offers this opportunity.

⁷ Report of the Caribbean Commission on Youth Development , The Eye of the Community , 2010

CXC at 40

Celebrating the Accomplishments: Continuing the Journey

by Cleveland Sam

“This new institution forges another link in the chain of Commonwealth Caribbean integration, a chain whose links have been increasing in number and in strength over the past ten years. It is, therefore, fitting that so early in the year 1973, which augurs well to be a year of challenge to the Caribbean Commonwealth and to its institutions that the Caribbean Examinations Council should begin to function.”

- The Right Honourable Errol Barrow, Prime Minister of Barbados.

The quotation from the speech delivered by the Right Honourable Errol Barrow, at the inaugural meeting of the Caribbean Examinations Council in 1973 is very instructive or perhaps even prophetic reflecting 40 years later.

Indeed, not only has CXC emerged as a vital link in the Regional integration movement; but it has also built a reputation as one of the most critical pillars in the Region’s education architecture.

The advent of CXC, an indigenous examinations board, complemented what was taking place in the political sphere at the time around the world. Former colonies were asserting their political self-determination; it was time for the Caribbean to assert its educational sovereignty.

The words of Prime Minister Barrow are again enlightening: *“Our teachers will set examination papers for the testing of Caribbean pupils in what they themselves have taught. Our teachers will mark and assess the*

examination work done by Caribbean pupils and recommend pass or fail. The institution of this Council therefore gives the Caribbean teacher an opportunity to come of age – to take over fully the education of the young people of the Caribbean in the same way that the Caribbean Community is taking its economic destinies into its own hands.”

Forty years later, the framers of the CXC project must be proud of the achievements it has accomplished in a relatively short time and the impact it has had on the Caribbean education landscape. This impact has gone much further than that originally intended by the framers: that is, to prepare syllabuses and set examinations based on those syllabuses and issue certificates and diplomas.

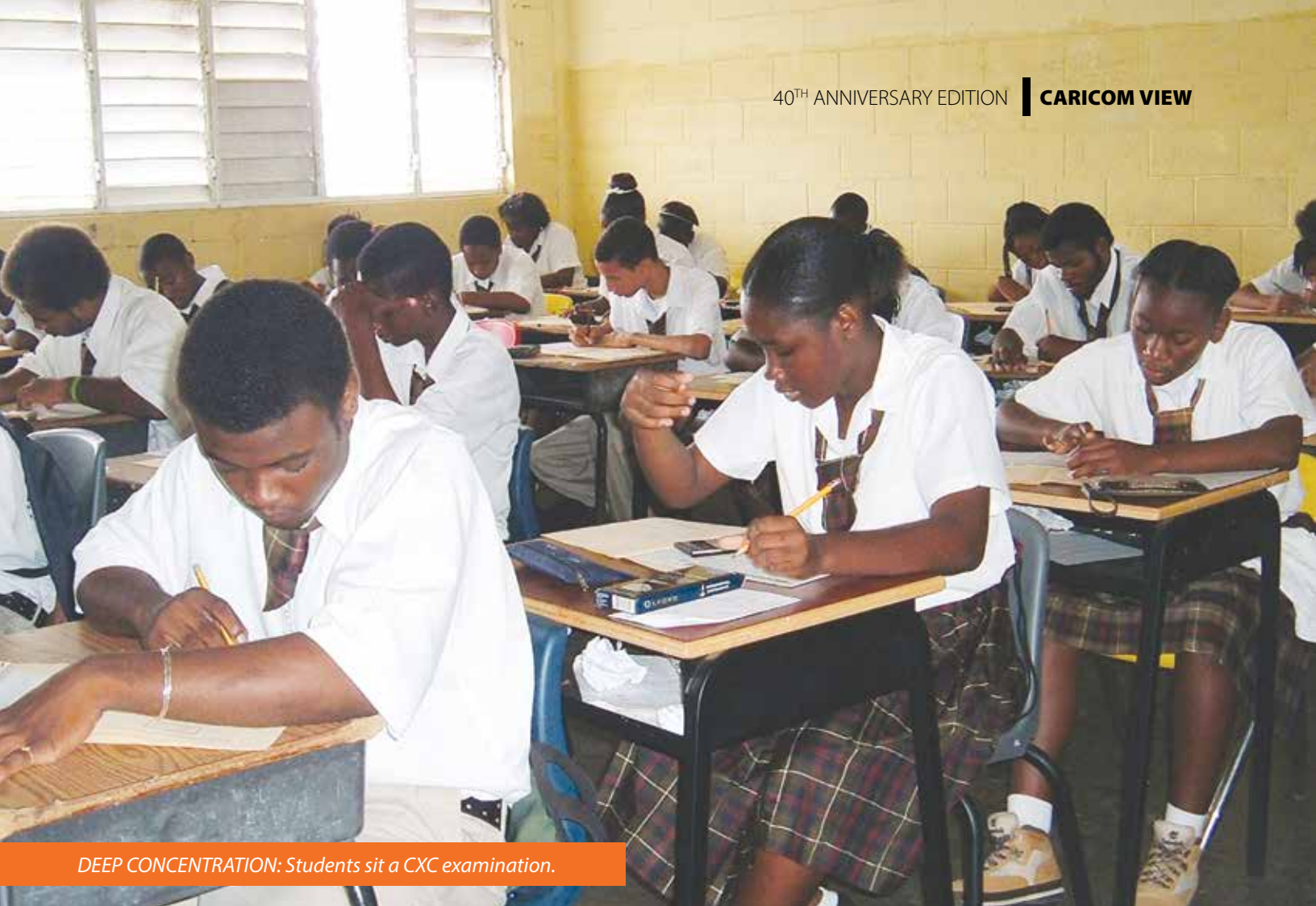
Today, CXC offers a comprehensive suite of qualifications which caters to learners of differing ages, interests and abilities; training of teachers; technical services to Ministries of Education; statistical data processing services; Item Writing training; Psychometric training; provision of

learning support materials.

From offering five subjects at the Caribbean Secondary Education Certificate (CSEC) at its first sitting in 1979, CXC now offers 35 subjects at CSEC; 46 Units at the Caribbean Advanced Proficiency Examination (CAPE); more than 100 standards in the Caribbean Vocational Qualification; the Caribbean Certificate of Secondary Level Competence (CCSLC); and the latest addition, the Caribbean Primary Exit Assessment (CPEA).

During a given year, CXC trains hundreds of teachers across the 16 Participating Countries in a variety of areas. The Council conducts teacher orientation workshops, School-Based Assessment training, Item-Writing workshops and learning support resources development training.

Additionally, the annual script-marking exercise is a huge training ground for thousands of the Region’s teachers.



DEEP CONCENTRATION: Students sit a CXC examination.

“When we meet as markers and we discuss, you realise the kinds of problems you get from your students, it is not peculiar to your territory, but is common throughout the Caribbean,” said Penelope Williams-Peters, a Guyanese teacher who teaches in the Turks and Caicos Islands and marks in Trinidad and Tobago. *“You get a greater understanding as to how to deal with these problems, because you gain as you have one way, one method, but when you interact with one other, you tend to have more to put together and out of it cometh good.”*

The training aspect of the marking exercise is also appreciated by Michelle Saunders-Clavery, a Vincentian who lives and teaches in Trinidad and Tobago.

“I have gained quite a lot from it,” the English teacher said. *“The marking and the standardising, it teaches you a lot about what you look for when you come to mark students’ work. When you come here, you get a better idea about what to look for, what the examination is looking for and I think every teacher should get this experience.”*

Integration magic!

One of CXC’s most important contributions to the Caribbean is its role in bringing the Region closer together in many more ways than one. From its inception, CXC has been a very inclusive organisation and much of its work is carried out by a multi-layered network of Caribbean resources, not just by the small staff at the Barbados and Jamaica offices.

The work of developing a syllabus for each subject CXC offers is carried out by a Subject Panel; the work of putting together an examination paper for each is carried out by an Examining Committee. The members comprising these committees come from different countries across the Caribbean and together produce work for the entire Region.

But perhaps the single most significant contributor to regional integration in CXC’s cap is the annual marking exercise. This is the largest mobilisation and con-

centration of Caribbean people at any given time in the year. During three weeks in July, CXC mobilises almost 6,000 teachers from 17 countries. More than 2,500 of these teachers are moved from the 17 countries to Barbados, Guyana, Jamaica and Trinidad and Tobago.

CXC recruits, transports, houses, feeds and pays these teachers.

The marking exercise is much more than marking examination scripts. It is a social, cultural and education *mélange*. And this is where the integration magic occurs!

Imagine spending two weeks around the same table with eight people who teach the same subject in eight different schools in eight different countries. Then, think about eating lunch around a table with 10 people from five countries who teach at eight different schools and mark five different subjects.

Add to this mix the social activities, tours and shopping trips that markers take part in and the Regional integration puzzle is complete.



Integration Magic: CXC markers at Grantley Adams International Airport, Barbados

Lifelong friendships are formed, professional and social relationships are built and even a few marriages result.

Dr. Merle Baker, a Trinidadian educator who marked CSEC from its inception in 1979, reflecting on her marking experiences at an event in Jamaica in 2009 spoke in glowing terms of the fun times.

"We can now speak with authority about the beauty and natural wonders of those Caribbean destinations [marking centres]; the majestic elegance of the Kaieteur, Orinduik and Dunn's River waterfalls, and the serenity of Harrison's Cave, at CXC's expense."

Dr. Baker, who was speaking on behalf of honourees for the 30th Anniversary of CSEC, reminisced on the cultural potpourri that is marking.

"... We did not only learn about our countries, but we learned about each other, our similar-

ities and differences. At the first [marking] tables there were examiners from Trinidad and Tobago, Barbados, Jamaica, Dominica, Grenada, Bahamas, Guyana and Belize... an original CARICOM setting," she emphasised, "which made intimate connections as friends and comrades, as the Guyanese then called themselves. We were united for two concentrated weeks on a consuming pressurized task and whilst thus engaged we were able to discuss politics, family, social and cultural issues, educational needs and sports."

Strongest bond

Mrs. Marguerite Bowie, former Permanent Secretary in the Ministry of Education, Jamaica, noted in an interview for a CXC documentary, *"I consider CXC one of the most enduring forces of integration in the Caribbean, because it brings together teachers from across the Caribbean to share"* The former Deputy Chair of CXC added, *"It*

also exposes people to the different cultures."

Very often, CXC is compared with The University of the West Indies and West Indies Cricket as three forces of regional integration. However, the impact and reach of CXC is unmatched by any other regional institution.

One person who is clear about this is Dr. the Honourable Tim Gopeesingh, current Minister of Education in Trinidad and Tobago. Speaking at the 2011 Opening Ceremony of Council and Presentation to Regional Top Awards at the Hyatt in Port-of-Spain, Minister Gopeesingh said that CXC creates the strongest bond among Caribbean people.

"...Our Region and national societies have perhaps never viewed the Caribbean Examinations Council (CXC) as one very crucial, significant element of Regional unity, and I say tonight that the time has come for us to change this," the Minister stated. *"Far beyond ensuring that our Region's top students know they are recognised and appreciated – you have subconsciously played a very major role in enhancing Caribbean unity..."*

The Trinidadian Education Minister posited that the common CXC examinations that Caribbean students write annually: CSEC and CAPE, are perhaps strongest existing Regional bond.

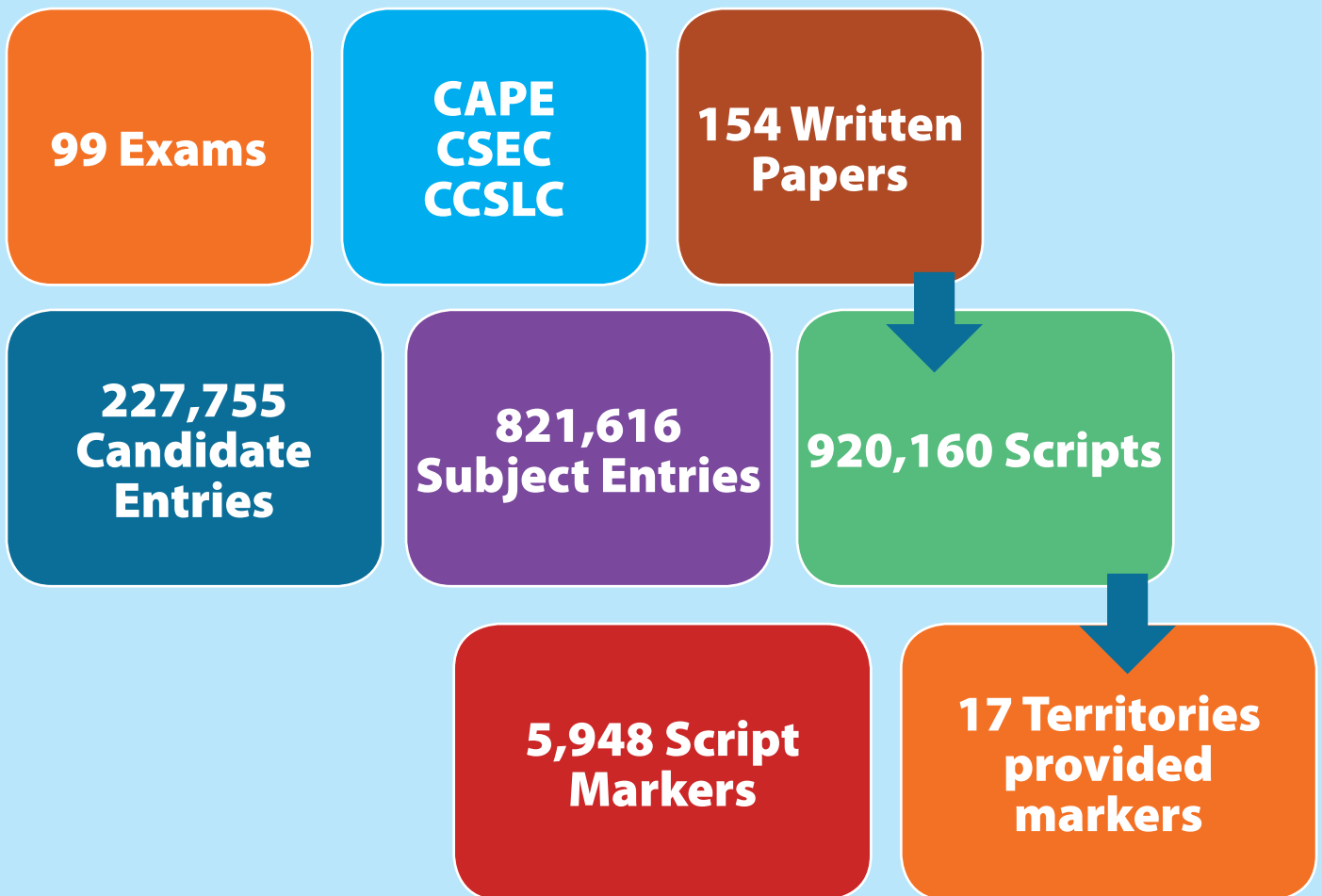
Sir Kenneth Hall, OJ, ON, former Chair of CXC and a former Governor-General of Jamaica, reflected on CXC's role in Regional integration.

"There are few institutions in the Caribbean today that have had such a significant impact on the lives, the values, of the Caribbean people," Sir Kenneth explained. *"Every secondary school in the Caribbean is affected by and influenced by CXC."*

More than every school, CXC has impacted every family in the Caribbean at one point in the last 40 years. To be more precise, "From the inception of the first examinations in 1979 to today, 6.2 million Caribbean persons from 19 territories have written CXC exams," stated Dr Didacus Jules, Registrar of CXC in a recent article.

As CXC implements its vision to assure the human resource competitiveness of the Caribbean, the accomplishments of CXC over the last 40 years have given CXC and the Region the ability to look to the future with confidence •

2011 CXC Exam Statistics



Climate Change The Caribbean Experience

By Kenrick R. Leslie, Phd, CBE, Executive Director
Caribbean Community Climate Change Centre

The Caribbean experience in meeting the Climate Change challenge has been guided by the principles set out below:

1. Agenda 21 of the Declaration from the Earth Summit held in Rio de Janeiro in 1992;
2. The 1994 Barbados Programme of Action (BPOA), and
3. The recommendation by the Intergovernmental Negotiating Committee of the United Nations Framework Convention on Climate Change (UNFCCC) for addressing Climate change Adaptation.

The United Nations Framework Convention on Climate Change (UNFCCC) is one of the outcomes of the Rio Declaration. Along with other countries the Caribbean Community Members ratified the international treaty of the United Nations Framework Convention on Climate Change, to cooperatively consider what could be done to limit average global temperature increases and the resulting Climate Change, as well as to cope with its anticipated.

An outcome of the Barbados Conference was the adoption of the Barbados Declaration, a statement of political will underpinning the commitments contained in the BPOA. The BPOA established the Global principles on the Sustainable Development of Small Island Developing States (SIDS) such as Caribbean countries.

The Intergovernmental Negotiating Committee recommendations for addressing Climate Change Adaptation included three steps:

- i. Building capacity to address Climate Change
- ii. Mainstreaming Climate Change in

- all activities
- iii. Development and implementation of Pilot Adaptation Projects

Following the articulation of the Rio Declaration, the BPOA and the recommendation of the UNFCCC Intergovernmental Committee (IC) the governments of the Caribbean Community have been actively pursuing ways of addressing the emerging threats of Climate Change and Climate Variability.

The Region is one of the first to have implemented all three of the IC recommendations in an attempt to address Climate Change Adaptation. The capacity-building program first started in 1997 under the Caribbean Planning for Adaptation to Climate Change (CPACC) project which was sponsored by the GEF, continued through 2001.

The aim of the CPACC project was to support the countries in preparing to cope with the adverse effects of Global Climate Change, particularly Sea Level Rise (SLR) on coastal and marine areas through vulnerability assessment and adaptation planning as well as related capacity-building initiatives. Accomplishments under the project included

- Establishment of a network of sea-level and climate monitoring stations
- Coastal Resources Inventory System (CRIS)
- Initial vulnerability assessment using the UNEP Handbook Methodology
- Institutional capacity-building - National Implementation Coordinating Unit (NICU) - National Climate Change Committee (NCCC)
- Draft National Climate Change Adaptation Policies and Implementation Strategies
- Human capacity-building - Cadre of GIS professionals - Technicians

trained in digital monitoring systems

The capacity-building programme continued through 2003 under a second project that was funded by the Canadian International Development Agency (CIDA). Under that project the concept to establish the Caribbean Community Climate Change Centre (CCCCC) became a reality. The Heads of Government in July, 2002, endorsed its establishment and mandated that it coordinated the regional response to Climate change and its efforts to manage and adapt to its projected impacts. Operations at the Centre commenced in January 2004.

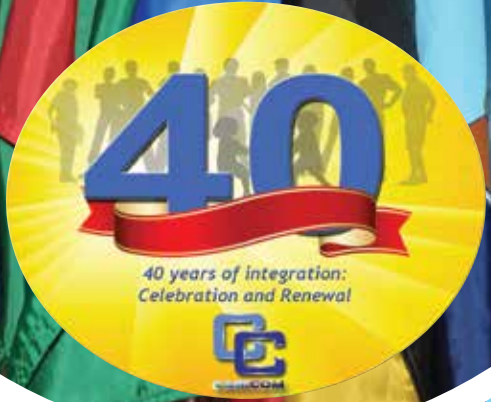
Another key outcome from the ACCC project was the establishment of the MSc programme dealing with Climate Change-related issues in the Centre for Resource Management and Environmental Studies (CERMES) at the University of the West Indies Cave Hill campus. Since then over eighty (80) students have graduated under the program.

The Centre continued its regional capacity-building programme under two other concurrently running projects (2004-2011):

1. the Mainstreaming Adaptation to Climate change (MACC) and,
2. the Special Pilot Adaptation to Climate Change (SPACC)

(Continued on page 33)

THE COMMUNITY THROUGH THE YEARS





Former CARICOM Secretaries: From left, Mr. William Demas, Sir Alister McIntyre, Sir Edwin Carrington - who all served as Secretaries-General of CARICOM - at the opening of a CARICOM Heads of Government Meeting in Georgetown, Guyana.



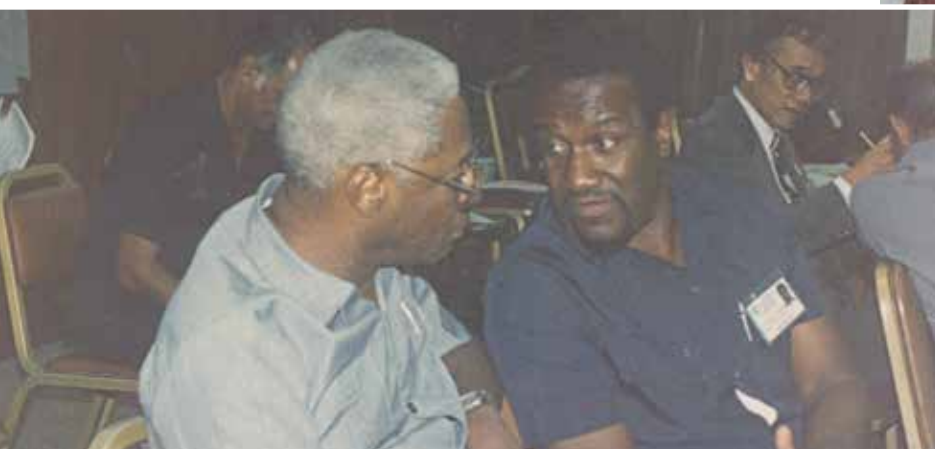
Women building the Community: From left, Ms. Indra Chandarpal of Guyana, Ms. Portia Simpson-Miller, current Prime Minister of Jamaica, in conversation.



Labouring in the vineyard: From left, Current Prime Minister of Saint Lucia, Dr. the Hon. Kenny Anthony, former Prime Minister of Jamaica, the Most Hon. P.J. Patterson, current Prime Minister of St. Vincent and the Grenadines, the Hon. Ralph Gonsalves.



Prime Minister Forbes Burnham of Guyana and his delegation arrive in Nassau, the Bahamas for the fifth Meeting of the Conference of Heads of Government of CARICOM.



His Excellency Desmond Hoyte, then President of Guyana, chats with then Secretary-General Edwin Carrington.



Labouring in the vineyard: Former Prime Ministers Eugenia Charles of Dominica and Lester Bird of Antigua and Barbuda



1



2

1,2: Spreading the word about integration: Representatives of the Media, key stakeholders in the integration process, await the conclusion of CARICOM Meetings



Driving the integration movement: Former Prime Ministers of Saint Lucia and St. Vincent and the Grenadines respectively, the late John Compton and Sir James Mitchell

Former Prime Minister of Barbados, the Hon. Owen Arthur, and then Minister of Finance, Jamaica, the Hon. Omar Davies in discussion.



Dame Nita Barrow in conversation with Dr. the Rt. Hon. Kennedy Simmonds, then Prime Minister of St Kitts and Nevis



The Hon. Eugenia Charles, the Prime Minister of Dominica briefs a representative of the media following her delegation's attendance at a CARICOM Meeting



Official photographs of CARICOM Heads of Government following a Meeting



Their Excellences Ronald Venetiaan and Bharrat Jagdeo in discussion during a CARICOM Heads of Government meeting.



Foreign Policy matters? Then Foreign Affairs Minister of Guyana, Mr. Rudy Insanally with then Secretary-General Edwin Carrington



Secretary-General Ambassador Irwin LaRocque with Heads of Government the Hon. Kamla Persad-Bissessar and His Excellency Michel Martelly of Haiti, and United States Vice President Joseph Biden in Port of Spain, Trinidad and Tobago in May 2013. (Cordial talks)



The Hon. Ralph O'Neale (centre), Premier, British Virgin Islands, in discussion with the Hon. Nicholas Braithwaite, then Prime Minister of Grenada (left), and a member of the Grenada delegation at a CARICOM forum.



Sir Edwin Carrington, who holds the distinction of being the longest serving CARICOM Secretary-General, 1992-2010.



Heads of Government at fourth CHOGM meeting



Flags of the Community



Natural disasters have taken their toll on Caribbean states

(Continued from page 28)

The MACC project sought to mainstream global Climate Change issues into “everyday” policy and sectorial planning in the Region. The SPACC project on the other hand, supported efforts of three countries (Dominica, Saint Lucia and Saint Vincent and the Grenadines) to implement specific pilot adaptation measures addressing the impacts of Climate Change on water, biodiversity, and land degradation.

Since the operationalisation of the Centre and the ongoing training programme at CERMES, the capacity of the Region to address the Climate Change-related issues has significantly improved. With this improved capacity, the Centre has successfully completed a mandate from the Heads of Government to develop a Regional Framework for Achieving Development Resilient to Climate Change. Utilising a regional consultative process the Framework was developed and approved by the Heads in July 2009. Using the same process an Implementation Plan (IP) for the Framework was also devel-

oped. The IP was approved by the Heads in March 2012. Since their approval the Framework and its IP have received global recognition and are being widely used by the donor community to guide their regional support to the CARICOM Member countries in their efforts to address climate risks.

The Regional Framework:

1. Establishes and guides the Caribbean’s direction for the continued building of resilience to the impacts of Global Climate Change by CARICOM States.
2. Articulates the strategic direction for the Region’s response to Climate Change risks.

It seeks to:

- Mainstream Climate Change into the SUSTAINABLE DEVELOPMENT

AGENDA and work programmes of public and private institutions in all Caribbean Community countries at all levels.

- Promote systems and actions to REDUCE THE VULNERABILITY of Caribbean Community countries to Global Climate Change wherever possible.
- Promote measures to DERIVE BENEFIT FROM THE PRUDENT MANAGEMENT of forests, wetlands, and the natural environment, in general, and to protect that natural environment.
- Promote actions and arrangements to REDUCE GREENHOUSE GAS EMISSIONS, including those aimed at energy-use efficiency by increasingly resorting to low-emission renewable energy sources.
- Promote implementation of SPECIFIC ADAPTATION MEASURES to address key vulnerabilities in the Region.





The Caribbean has been taking action to stem the adverse effects of climate change on coastal and marine areas

Excerpt from the Liliendaal Declaration on Climate Change and Development

Conference of Heads of Government of the Caribbean Community, Georgetown, Guyana, July 2009

Emphasised

- “that dangerous climate change is already occurring in all SIDS (Small Islands and Low-lying Coastal Developing States (SIDS) regions including the Caribbean and that many SIDS will cease to exist without urgent, ambitious and decisive action by the international community to reduce global greenhouse gas emissions significantly and to support SIDS in their efforts to adapt to the adverse impacts of climate change...”

Declared their

- “resolve to strengthen our educational institutions to provide training, education, research and development programmes in climate change and disaster risk manage-

ment particularly in renewable and other forms of alternative energy, forestry, agriculture, tourism, health, coastal zone management and water resources management to increase the Region’s capacity to build resilience and adapt to climate change;

- further resolve to institute a comprehensive programme of public awareness and education and hereby invite all, partners, organisations and stakeholders to play a full part in promoting a better understanding of climate change and its impacts and in addressing adaptation and mitigation.”

The Implementation Plan:

- seeks to guide the identification and prioritization of actions by regional and national stakeholders under each strategic element and goal area of the Regional Framework through the use of risk management approaches to decision-making.
- acknowledges that a transformational change in mind-set, institutional arrangements, operating systems, collaborative approaches and integrated planning mechanisms are essential to deliver the strategic elements and goals of the regional framework.

The Implementation Plan (IP), which articulates the Region’s vision for addressing Climate Change and Variability, remains the blueprint for pursuing climate compatible development by enabling the effective implementation of key activities.

The Liliendaal Declaration

Another critical policy decision by the Governments is the Liliendaal Declaration which was approved by the Heads of Government in July 2009. The Declaration:

- provides the Vision of Transformational Change in our Response to the Challenges of a Changing Climate.
- makes a number of Commitments, Endorsements and Specific Declarations on the Actions needed to manage the Effects of Climate Change and Development.

The Centre

Since its establishment and operationalisation, the Centre has been receiving strong support from donor Agencies and Governments in the implementation of its programme. Governments supporting the Centre and its programme include Australia, Barbados, Belize, the Hellenic Republic of Greece, Germany, Italy, Trinidad and Tobago, the European Union, and the United Kingdom.

From the actions described above, it may be concluded that the Caribbean Community, since the Rio Summit and the establishment of the Global Principles on the Sustainable Development of Small Island Developing States (SIDS) under the BPOA, has taken deliberate actions to mitigate the risks that Climate Change poses to their development agendas.

From a global perspective this has been a remarkable achievement from one of the most vulnerable regions which has be-

gun to experience the impacts of Climate Change and Sea Level Rise. During the past decade an increase in the frequency of extreme weather-related events such as floods, droughts, violent thunderstorms, changes in rainfall patterns, coastal erosion, coral reef bleaching is being observed. In an effort to provide timely scientific and technical information to the public and private sectors the Centre is engaged in improving our data gathering and analysis of meteorological and oceanographic parameters as well as the modelling of regional climatic conditions through to 2100. To this end the Centre, under a regional EU-GCCA sponsored project is conducting, among other things, the following activities:

1. Installation highly sophisticated Coral Reef Early Warning Stations (CREWS) in Belize, Barbados, Jamaica, Saint Lucia, and Tobago
2. Over a hundred hydrometeorological stations distributed across all the CARICOM countries
3. The modelling of all relevant climatic parameters through to 2100 for use in vulnerability impact studies
4. Development of a Climate Change-related risk assessment manual.

Culture and Integration

H.E. Desirè Delano Bouterse
President of the Republic of Suriname



*H.E. Desirè Delano Bouterse
President of the Republic of Suriname*

As Head of State of Suriname, I must acknowledge that it is a privilege to organise the eleventh CARIFESTA, 'Culture for Development: Celebrating our Diversity and Promoting the Central Role of Culture in Economic, Social and Human Development' in August 2013.

Being a member of the Caribbean Community, my country experiences this moment of preparation in connection with the Caribbean Festival, as an opportunity to bring, in the first place, Caribbean people together, and secondly, an opportunity to draw other people, who have warmhearted feelings towards the Caribbean and its people, to this part of the Caribbean. At the same time, organizing CARIFESTA should definitely be characterised as a challenge since it is a test case for my government and my fellow citizens to demonstrate amongst others their creativity, their strength, their motivation, their endurance, whereby friendliness and hospitality are predominating traits of our people's character as guarantees for gracious reception of people with other nationalities visiting our country. With outstretched arms any tourist/participant will be welcomed to make them feel at home and make them really feel that we are connected to one another as human beings.

In 2011, I had offered, on behalf of the Surinamese people, to host the eleventh CARIFESTA. From that moment on, intensive preparations guaranteeing an unforgettable CARIFESTA have started at the Surinamese governmental lev-

el, specifically the Ministry of Education and Community Development, with direct coordination of the Directorate of Culture as well as at the regional, Caribbean level through the Regional Cultural Committee. The Council for Human and Social Development (COHSOD), consisting of the Ministries of Culture of the Caribbean, has also been involved in the preparation phase.

To ensure that proper execution will be undertaken, I have, early in the process, installed the Host Country Management Committee (HCMC) on June 26, 2012, which moment signalled the start of the execution of the Caribbean Festival of Arts 2013.

It is an obligation to make this cultural event as great and unforgettable as possible. We all must be aware that culture is an important cornerstone of a healthy society. First of all, culture is an important part of every development process because only taking into account economic and social factors without paying attention to the cultural perspectives will, in the long term, prove to be not sustainable. Second, cultural expression helps foster respect and understanding between individuals and groups with different identities, thereby helping to resolve or prevent conflict and consequently enhance collaboration and relationships. Furthermore, culture gives people a feeling of liberty. Since people have the freedom of choice with regard to cultural expressions, they feel better and that, in turn, contributes to motivation leading to valuable contributions to society. Finally, culture reflects



Let us celebrate at CARIFESTA XI!

people's hopes and aspirations and helps determine positive goals in one's life; positive goals create positive institutions and positive institutions create positive communities.

Suriname and the Surinamese people will shortly demonstrate generally accepted heartwarming friendliness to welcome all individuals who will participate actively or passively in the CARIFESTA activities. The visitors will witness top level Caribbean art and other cultural expressions. In addition to the hospitality, friendliness and the cultural activities, participants will get to know the Surinamese cuisine consisting of amongst others a variety of typical Indian, Creole, Javanese, Chinese, Amerindian and Maroon food.

The Festival will consist of several interesting elements which will give more colour and prestige to the event. First of all, the Festival will be a Grand Cultural Market to display environmentally sustainable products. Also, there will be special programme components consisting of performing and visual arts focusing on the Caribbean youth through the 'Youth Focus' brand, which will encourage the

youth to actively take part in the activities especially those parts geared towards their needs. Furthermore, very special attention will be given to often neglected groups like persons with disabilities and senior citizens. These groups will get special treatment and many activities will be adjusted, as necessary, to make accessibility for these groups possible. In addition, to add lustre to the interesting elements, Surinamese and Caribbean artists will present art in its purest form for the enjoyment of all people who will be present.

With the vision: "To position CARIFESTA as a world-renowned hallmark festival of Caribbean cultural and artistic excellence, that generates economic benefits, unites the region and excites all people" and the mission: "To stage a mega multi-disciplinary roving festival that develops Caribbean arts and culture", supported by the dedication of the participants, the diverse cultural and historic points of interest, I am confident that this CARIFESTA XI will prove to be an invaluable event.

Therefore, as the President and Head of State of the Republic of Suriname, the

host country of CARIFESTA XI, I am looking forward to warmly welcoming you all to participate in the upcoming Caribbean Festival of Arts in August 2013.

Congratulations CARICOM on our 40th Anniversary and let us celebrate this during CARIFESTA XI in Suriname •

*H.E. Desirè Delano Bouterse
President of the Republic of Suriname
Paramaribo*

Food for thought

By Janice V.P. Maison, BEd. MSc. CPHE



Caribbean food has evolved from the influences of the myriad nations which travelled from afar — Indian, African, Spanish, French, Dutch, Chinese, and Portuguese — to the Southern regions where they settled and converged into a multicultural community. Over time, as the various nations melded, so did their practices and food, insomuch that the specific dishes were merged and varied with flavourings from each other's cultures and have now become known as Caribbean foods.

Traditional Caribbean foods conjure up a mélange of bright colours, vibrant sounds, rich fragrances and spicy flavours, comprising an exciting blend of all the Caribbean food groups — a wide range of fruit, vegetables, meats, herbs and spices, all brought together, very often smothered in fat and high in salt. The use of salt is purported to have come from the fact that slaves and indentured labourers preserved their meats by using copious amounts of salt and often hung them over fire, hence the penchant for salted or smoked meat, the “jerk” meat being an excellent example. Several traditional foods, wherever they originated, often include salted, smoked beef/pork/fish/shrimp and the ever-present dried coconut milk, as is evidenced in many “local” one-pot meals such as cook-up rice, pelau, and oildown.

While our palates may be titillated by the idea of such fare, there is need to pause and consider the overall effects on our well-being. Some condiments and spices included in preparation for flavour enhancement are also promoted for their

health benefits. These include cloves, garlic, ginger, cinnamon, to which are attributed properties for colon cleansing, fat metabolism, peripheral circulation, and digestion, among others. The argument that our ancestors seemed to have survived health-wise on those foods is now shot down by the counter that they were also very active as evidenced by the work habits, transportation mode and general recreational activities of both children and adults. Although they may very well have been present, non-communicable diseases (NCD) did not appear to be as prevalent as they are today.

Battling NCDs

Non-communicable diseases are chronic ailments which have progressed slowly over an extended period of time. These include heart disease, strokes, diabetes, hypertension and cancers which all have the history of working silently in the body before manifesting in deleterious symptoms. It is important to note that despite there may be other underlying factors responsible for their existence, most often it is determined that they are related to food and nutrition practices. Overall, the increase of NCD's can be attributed to the effects of industrial and technological developments which have influenced our lifestyle changes and impacted, not only on our food selection, preparation and intake, but also the general choices of leisure-time behaviours.

In the developed world, non-communicable diseases, “particularly cardiovascular

disease (CVD) and type 2 diabetes, are considered diseases associated with affluence, over-consumption of energy-dense foods, and lack of physical activity”¹. With an increase in economic prosperity, many populations appear to increase their consumption of animal products, and it is inviting to associate increased susceptibility to NCD with increased intake of such foods². This trend has gradually overtaken the Caribbean due to increased communication and travel, as well as the constant support “barrels” which arrive from overseas. These often contain processed food items which are usually linked with the incidence of hypertension, certain cancers and other NCD’s. The WHO³ summarized this as “The adverse dietary changes include shifts in the structure of the diet towards a higher energy density diet with a greater role for fat and added sugars in foods, greater saturated fat intake (mostly from animal sources), reduced intakes of complex carbohydrates and dietary fibre, and reduced fruit and vegetable intakes. These dietary changes are compounded by lifestyle changes that reflect reduced physical activity at work and during leisure time. At the same time, however, poor countries continue to face food shortages and nutrient inadequacies”.

There should also be grave concern over the proliferation of fast foods which are very strongly influencing the preferences of consumers particularly in view of the enhanced flavourings and the added attraction of the reduction of meal preparation. Historically, fast foods are high-calorie foods loaded with fat and sodium which appeal to the population’s taste buds while also being low-cost and convenient. Despite the effort of many fast food chains to offer “healthy” items, they have now increased the selection of portion sizes of the foods as well as the beverages which very often include high-calorie aerated beverages. In addition to the daily service, they also offer supervised recreational areas for children and birthday party packages which include the cake, party food and the facilities. Given this review of eating habits across the Caribbean it should not be difficult to understand why this shift in nutrition patterns has resulted in increasing rates of obesity, which, in turn, has contributed to an increase in nutrition-related non-communicable diseases and subsequently, increased morbidity and mortality rates.

These situations in the Caribbean are responsible for societal changes, including changes in lifestyle trends, parenting roles,

working patterns of males and females in the home, food and nutrition habits, eating patterns and physical activity. The early 1980’s saw the development of the Regional Food and Nutrition Strategy which at that time was envisaged as a strategy that would ensure food sufficiency for the Caribbean. This was intended to have a significant impact on the quality of life of the people in the Region. Changes occurring since then, have caused our Regional heads to revisit those strategies several times over and redefine action plans in ongoing efforts to combat the food and nutrition problems. The Regional Food and Nutrition Security Policy — 2010 (RFNSP) is the most recent, even as they are continuously meeting to keep abreast with the economic, technological and political changes occurring globally. This document describes Food Security as existing “when all people, at all times, have physical and economic access to sufficient, safe and nutritious food to meet their dietary needs and food preferences for an active and healthy life”.

Some of the considerations of this policy stemmed from the fact that the region’s food security was not so much a matter of availability but more of access as well as the traditional eating patterns of the population. There was also concern for the general shift from a culture of food production towards one of food importation. These among other concerns have focused on the following issues to be the base of the overarching food and nutrition security objectives of the RFNSP:- **Food Availability; Food Access; Food Utilization/Nutritional Adequacy; Stability of Food Supply.**

Consumers have an integral part to play in reducing the incidence of NCDs. However, in order to fulfill this role, they need the support of governments in the form of education, principled advice, restrictions on harmful or misleading marketing, and actions to ensure access to healthy products and the elimination of disincentives to healthy consumption.⁴ Nutrition education at the community level is an ongoing strategy which is designed with the use of simple messages that deliver succinct messages. However, for these to be effective, consumers need to recognise that they must take responsibility for their own health. Thus, when the information is disseminated to them, they are capable of making informed choices regarding their selection, preparation and intake of meals. Across the Caribbean, food-based dietary guidelines (FBDG) have



been developed as a more user-friendly way of enabling consumers to plan, select and prepare healthy, safe and appetising meals. These have had varying degrees of success, primarily because in some cases, the sustainability of the programmes has not been assured.

The scenario presented indicates the dilemma of the authorities. Their joint task of enabling change of habits that are embedded a culture, in order to improve our health status, without compromising the flavours and appearance of our traditional foods. Funding agencies have sponsored numerous workshops and task forces to develop strategies and formulate action



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plans to alleviate this major Caribbean problem. These now need to be removed from the shelves which they occupy and with the aid of more secured funds, be moved into an aggressive implementation stage. This is a task which, going forward, indeed calls

for a strong inter-sectoral body that will combine the individual mandates and make a concerted effort towards achieving the “perfect” solution •

¹ CARICOM 2010. **Regional Food and Nutrition Security Policy.**

² A. M. Salter. **Impact of consumption of animal products on cardiovascular disease, diabetes, and cancer in developed countries.** Division of Nutritional Sciences, School of Biosciences, University of Nottingham, Sutton Bonington Campus, Loughborough, Leicestershire LE12 5RD. www.animalfronteers.org

³ WHO 2013 . **3. Global and regional food consumption patterns and trends**

http://www.who.int/nutrition/topics/3_foodconsumption/

⁴ www.consumersinternational.org September 2011 - **Consumers International recommendations for the UN high-level summit on non-communicable diseases (NCDs)**

Music as Regional Glue



Viewpoint by Dave Martins



We have been at it as far back as 1921, when the Jamaican legislature saw a motion to ask the British Colonial Office to consult the other islands on the idea of a federation – this notion of regional unity, that is. We had gone on to embrace the idea officially in 1947 in Montego Bay with the formation of the Standing Closer Association Committee (SCAC) to draft a federal constitution uniting the British Caribbean territories (the then British Guiana had reserved its position awaiting developments). Our history is replete with regrets about the subsequent failed West Indies Federation, and, in recent years, with securing this elusive regional unity, and to therefore point consequentially at such integers of accord as cuisine, cricket and music.

The allusion to what we eat and drink as being one of our areas of commonality appears to be a stretch. Certainly the Caribbean is known for its spicy food, but we differ widely from territory to territory on the specifics. The Jamaican curry is delicious, but it is a different delicious from the Trinidad or Guyana versions; jerk cuisine soars properly only in Jamaica, as does stuffed fish in Barbados, pepperpot in Guyana, and fish broth in St. Lucia. Guyanese turn up their noses at Trinidadian mauby with its essence emphasis, as the Trinidadians mock Guyanese attempts at doubles. Even our breads are strikingly different.

In cricket, as well, we remain hostage to the national sinew as each country strenuously pursues its ratio of “our boys” on

the West Indies team, and newspaper editors in the various Caribbean countries often tailor their commentaries to stress the part played by the local cricketer; Shiv will feature in Guyana; Bravo or Pollard in Trinidad; Roach or Best in Barbados, etc., even in a match West Indies lost. The other burr under the unity saddle in cricket is that the national flags continue prominent at international games, almost, to a degree, identifying if not proclaiming the differences.

Music probably has the most potential for the kind of cultural glue that might emerge in the Region to help us come together beyond nationality because, like cricket, it foment across the Region, and, unlike cricket, it is not packaged in national colours or emblems. Furthermore, and again unlike cricket matches which occur occasionally, music is a continuous round-the-clock presence, and it exists everywhere – in the homes we inhabit, in the cars we drive, in our entertainment places, and, latterly, in the individual spaces of our headphones or mobile devices. It is always on. It is also in the remote corners of our countries; the Vincentian chopping bananas is listening, as is the Guyanese miner digging for gold, or the St. Lucian fisherman, or the mother in Blanchisseuse cooking pelau.

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Sport

Solidifying our common Caribbean bonds

Viewpoint by Keith Joseph

‘What struck me then and now is the huge potential for sports in our Community. No one can deny the surge of pride in our Region when our athletes triumphed. For a Region whose people are starving of contact with each other, it seems to me that one of the best gifts we can give to our young people, is collective investment in sports development in our Community.

- Dr. the Hon. Kenny Anthony, Prime Minister of Saint Lucia, Twenty-third Intersessional Meeting, Haiti 18th February, 2013)

The Caribbean, long seen as a scattering of little rocks that pop up to and fro demarcating the Caribbean Sea from the Atlantic Ocean that perhaps were never intended for human habitation, survived the experience of conquest, colonization, slavery and indentureship that located us in the global society as capable of achieving little on our own.

The fractious West Indies Federation and the early trauma of Independence may well have led many to believe that the divide and rule policy of the colonisers was the legacy with the single most important impact evident in near-tribal insularity amongst Caribbean peoples. Sport has, however, revealed that as a people we in the Caribbean possess the talent and determination to succeed at a global level (as numerous of our academics have done) yet facilitate the bringing together of our aspirations as a collective that no other in-

stitution has been able to achieve.

Sport has immense potential for the development of the human condition and by extension, of human society – physical well being, discipline, pursuit of excellence, respect for others, camaraderie and unity. Sport has the capacity to break down barriers and allow for the best of mankind to shine through. The Caribbean has a strong sporting legacy and is evidence of the significant contribution that sport can make to regionalism.

West Indies Cricket, West Indies Federation and UWI

West Indies Cricket has been around for more than a century during which time it has had its ups and downs. Nonetheless, it

was CLR James who guided us to an appreciation of our Caribbean involvement in it as a means of liberating ourselves from the yoke of colonialism in his seminal work, *Beyond A Boundary*.

Beckles and Sheppard more deliberately explored this theme of cricket as a liberating experience for Caribbean peoples.

While the political institution that sought to forge Caribbean unity more deliberately was the ill-fated West Indies Federation that began in 1958 and petered out in 1962, leaving the Region perhaps more fractured than hitherto, cricket and the West Indies cricket team inadvertently emerged as a more attractive vehicle for facilitating regionalism.

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Black Stalin

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The various vigorous musics of the Caribbean move to every corner of the Region and find open arms. Jamaican reggae (now dancehall) is popular everywhere, both on radio and in live shows; the same is true of Trinidadian soca and its mellower Barbadian version. Even cadence (now zouk) from the French islands is known across the Region, and our popular performers bridge the inter-island gaps with singers such as Machel Montano and Shaggy and Allison Hinds appearing on diverse Caribbean stages, performing to audiences who react to them in an embrace of clear acceptance, if not ownership. Even in the narrower chutney genre, popular mostly in Trinidad and Guyana with its Indian populations, singers from those two countries are constantly combining with each other seamlessly in chutney fetes that draw thousands in a cultural wash that is so natural that it's not even remarked on.

There are some other intriguing aspects to the potential in music for concord. One is the endurance factor. Of all the performing arts, music is the one that remains most vivid in the lives of the people exposed to it. We form attachments to particular songs, or pieces of music, which are still front and centre for us long after the memory of a film or a piece of theatre has faded. The song stays vivid. Part of it is certainly the repeat factor – we can continue to revisit the music for years, even decades – but a part of it, as well, is that mysterious phenomenon of the memory of a sound that never seems to fade away. Sometimes, it can even be a riff – as the organ line in Bob Marley's *No Woman No Cry*; it's a signature of the song. I remember, for instance, appearing with Tradewinds in St. Croix where the crowd erupted in applause at the introductory guitar line of *A Little While From Now*. Way up there in the northern Caribbean, we had formed a connection through a song.

Also there is an often unremarked commonality in Caribbean popular music in that all of it is rooted in the folk tradition, which is one of the factors underlying its acceptance by the ordinary man and woman in our Region. Indeed many of our acclaimed artistes are actually singing about our culture, so that while the nature of the vehicle may vary – reggae with its emphasis on bass rhythms; dancehall with the vocalist reproducing drum patterns;

soca with a preference for high tempos – the folk basis is a constant that appeals to us.

To actually propel regional cohesion, however, unification themes, or references, will have to come into the music on the content side to propagate the point. This is not spontaneously happening now. We should divert here to caution the reality for any popular music of any day: the creators in the art form are reflecting society. The widespread assertion that pop songs generate behaviours is largely myth; the writers of songs that become popular are artists who are drawing their themes from their environments. The popular Trinidadian icons such as Black Stalin, Shadow, Sparrow, Rudder, etc., were dealing with the realities of that country. The angry, sometimes violent, songs of the dancehall genre are telling the ghetto life story unadorned and unedited, and that is the basis of its rabid connection to those who know that life. In brief, those themes, expressed by the artists, and admittedly sometimes overdone, are depictions of how the people feel and behave. The caution is to note that over the years, no popular Caribbean song has emerged on the topic of regional unity. There can be various reasons for this, but my instinct tells me it could very well be that the idea itself has not yet found favour with the common man and woman; our tepid reactions to the topic suggest that.

Leave it to say two things: as worthwhile



Music probably has the most potential for the kind of cultural glue that might emerge in the Region



Cultural Glue: The TRADEWINDS (L-R) Harry Cupid, Barbados. Dave Martins, Guyana, Richard Terry, Cayman Islands. Jeff Japal, Grenada. Clive Rosteing, Trinidad

as it is as a cause, the impediments to regional unity are formidable – even in that first federation motion in 1920, the vote was thirteen to four against; that is one reality. However, the other is that if the potential to stir unity now lies anywhere it probably lies in our music. It is a diverse and vibrant force, commonly available to all, that reaches everywhere and speaks to us with both an immediacy as well as an endurance that no other form of the arts can match.

The test, however, will be whether such “unity” songs emerge on their own; that will be the sign that we have progressed from choosing to stay in our separate huts and have come to see the worth, indeed the need, for an all-in-one benab. We will know when we have reached that stage; our singers, having heard it in their communities, will be telling us loud and clear. All of us who agonise over the future of the Caribbean have to hope that the wait is not long •



Nurturing youth in sport

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The University of the West Indies has, like West Indies cricket, stayed the course where the Federation disappeared. These two institutions, some suggest, are at once vestiges of the past and hopes of the future for the peoples of the Caribbean.

The exploits of Brian Charles Lara, even in the midst of the extensive cricketing drought of the Regional team, again reflected how sport has the immense capacity to unify this Region of ours so often characterised by a near-debilitating insularity. His exciting capture of the world test record at the Antigua Recreation Ground was remarkable and was hailed as a Regional achievement. When this record was lost to Australia's Matthew Hayden, Lara's historic repeat feat in Antigua and Barbuda a

mere few months later, again lifted the Caribbean spirit almost beyond measure.

It was Lara's batting leadership when Australia toured the Caribbean and he had just assumed the captaincy from Walsh that revealed more than any other event the impact of sport. Playing the first test as captain in Jamaica, the fans, loyal first to Walsh, came prepared to boo Lara into submission and so too did many across the Caribbean. Lara's unique gift of batting genius, however, changed all that as he pummelled his nemesis, Glen McGrath, all over the place to the delight of the Caribbean people. The very people who had brought harshly written placards against the Prince turned around and sat on them in triumphant delight at the gift of sport displayed in the middle.

Lara did the same in Barbados for the second test where his

double century led the team to victory in a most startling fashion. Lara saw the batting through to the very end when he and Walsh eventually brought cheers across the Caribbean. Barbados and Barbadians expressed the deepest desires of the Caribbean by taking Lara cross-country in a motorcade of celebration.

As James observed, the West Indies cricket team is the embodiment of the aspirations of the peoples of the Caribbean. Whenever the West Indies cricket team is playing, despite the extensive drought experienced over the past three decades, the peoples of the Caribbean still eagerly sit by their radios and televisions, intimately linked to the players of the Region, not to any particular country.

The Caribbean is currently enjoying the fortunes of both the team and of the individual players now that there are numerous playing opportunities in one form of the game or another around the world. Players in the Indian Premier League and Club Championships are all followed with great enthusiasm and the Caribbean peoples lay claim to everyone's success as their own, regardless of which country the players come from.

Football

Perhaps the most stunning example of the unifying impact of sport in the Caribbean came in 1989 when Trinidad and Tobago was scheduled to play the USA in Port of Spain, Trinidad, for a place in the World Cup Finals of 1990. The entire Caribbean peoples were at one.

The Regional and international media covered the immense togetherness of the Caribbean people regardless of which island they were located. Everywhere, women were wearing outfits and painting their nails in the red, white and black of the twin island Republic; men donned jerseys in the national colours; Trinidad and Tobago paraphernalia could be found everywhere including among Caribbean peoples in the Diaspora. The football aspirations and expectations of the peoples of Trinidad and Tobago had at once become those of the entire Caribbean. Even the disappointment that came with the loss to the USA infected the Caribbean in no small measure. The same euphoria pervaded throughout the Region during the build-up and eventual participation of the Jamaican team at the World Cup Finals of 1998 and again when the Trinidad and Tobago team eventually qualified for Germany 2006.

Olympics and Athletics

The Caribbean announced its arrival on the global athletics scene when, at the 1948 Olympics in London, Arthur Wint grabbed gold and silver in the 400m and 800m respectively. Herb McKenley finished second in the 400m. Four years later, the Caribbean left no doubt as to our athletic prowess when the 4 x 400m relay team as well as George Rhoden won gold (400m). McKenley finished second in the 100m and 400m respectively with Wint second in the 800m.

The Caribbean teams to the Pan American Games in Chicago, 1959, and the Olympic Games in Rome (1960) refreshingly entertained the peoples of the Region as there was a strong sense of what is possible as one entity competing against the best.



The ascendancy of Usain Bolt of Jamaica in track and field athletics has led the Caribbean to new heights around the world. Jamaica and the entire Caribbean have, since 2008, been the beneficiary of Brand Bolt, a stunning phenomenon that has analysts everywhere researching what it is about the Caribbean that leads to such sprinting prowess.

Conclusion

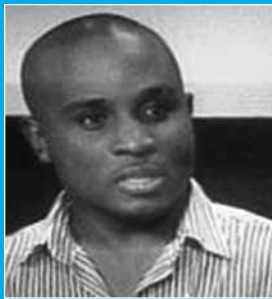
Sport has a very unique capacity to break down barriers of every sort by relegating our differences and elevating our achievements. The peoples of the Caribbean love sport because it relieves them of the burden of the numerous challenges that confront them daily. The camaraderie that exists between sportspeople even in rivalry often stands as ample testimony to sport's enduring capacity to lift the spirit of people beyond the narrow confines of island boundaries and tribalism.

At the London Olympics 2012, the entire Caribbean watched with bated breath and cheerful anticipation the splendid performances of the Jamaicans, Bahamians, Trinidadians and Tobagonians, Grenadians and all the other athletes who represented the Region, most of whom had at one time or the other performed at that Caribbean nursery, Carifta Games.

This Caribbean of ours is a very good example of the ways in which sport is perhaps the best catalyst to accelerate our attempt at solidifying our common bonds and to re-ignite the Caribbean unification process.

Reflecting on the Past, Embracing the Present, Creating the Future

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As we celebrate our 40th milestone, it is important that we pause to reflect on the progress of the Caribbean Community (CARICOM). This body, charged with the mandate of achieving regional integration, engages, promotes and provides opportunities to CARICOM Member States to collectively direct the way forward. It is true, that in the journey towards a fully integrated Caribbean Community we have seen numerous ups and downs, pauses and plays and even moments of rewind and replays. Despite this, however, CARICOM is the second oldest regional integration initiative in the world with a number of success stories and developments. In this context, we must press on even more so now, to achieve our desired goals, with all hands on deck, understanding that dedication and longevity are critical in achieving the

vision. The late great visionary and regional integration pioneer, Sir Rex Nettleford, alluded to the notion that regional integration is not a sprint but more like long distance running.

The Time for Action Commission led by Sir Shridath Ramphal in 1992 pointed to an “implementation deficit” in CARICOM. Undoubtedly this “implementation deficit” has often become associated with the Regional institution and is a crippling cause for concern. As we progress, this must be urgently addressed, as it continually shifts the focus from and threatens to undermine the advancements made thus far in building the Caribbean Community. During this renewal phase, we must anchor our actions in the plethora of studies, reports, commissions and experiences that have been undertaken over the last 40 years grounded by the

recommendations obtained therein.

Among the numerous recommendations given was that of “Transformational Governance” as posited by Terri-Ann Gilbert-Roberts (2011) who stated that “Strategic Leadership, an Ideological Framework and an Effective Institutional Framework” were key pillars for consideration as we move towards having regional integration in its truest sense. Additionally, in May 2011, the former Prime Minister of Grenada, the Honourable Tillman Thomas, presented a proposal to the CARICOM Heads of Government dubbed “Re-Energizing CARICOM Integration” in which he stated: “CARICOM needs to undertake concrete actions that deliver tangible benefits to the regional population and that demonstrate the value of regionalism in ways that touch on their daily lives.”



We are ready to play our part

The former Prime Minister of Grenada also expressed the need for the mobilization of civil society as it is important to have “all categories of civil society stakeholders become integral to decision-making and implementation of the Community’s objectives.” This, in our view is one of the single most important issues to be addressed as we are faced time and again with the reality that the average citizen simply does not know enough about CARICOM. Predictably, this becomes a standard bearer for sentiments of disconnection from the objectives, the benefits that can be derived and importantly, the significant role they play in the advancement of CARICOM.

Among the voices heard from in civil society are those of the youth bodies, networks and institutions across the Region. Within the past two decades, the CARICOM Secretariat, through the invaluable and often phenomenal work of the Youth Desk (one, at most two persons within the Directorate of the Human and Social Development (HSD)) has engaged and welcomed youth participation in the Regional integration efforts in a meaningful and progressive way. Over the years, we have seen and heard numerous achievements of the CARICOM Youth Ambassadors Programme (CYAP) as it partners with other regional and local youth networks (Commonwealth Youth Programme, National Youth Councils, et-

cetera) in an effort to increase the awareness of young people across the Region about CSME and related issues as well as representing the youth voice on issues of concern to the Region’s young people at the national, Regional as well as international levels.

However, despite all its success, the CYAP continues to be plagued with little or no funding support, giving rise to an inadequate framework to ensure meaningful youth inclusion and participation in all aspects of the Region’s youth development agenda. Young people represent on average 60 per cent of the Region’s population, a significant proportion that needs to be engaged and re-energized

in this renewal phase. This, we believe, can be achieved if significant resources, greater levels of commitment and support are placed behind the holistic implementation of the recently developed CARICOM Youth Development Goals (CYDG).

The Revised Treaty of Chaguaramas es-

tives of CARICOM and include;

- i. ensuring effective and efficient delivery of evidence-based adolescent and youth development policy, programmes and services;
- ii. mainstreaming adolescent and youth development into multi-sectoral policy and programming arrangements

stances;

- v. ensuring a sustained Regional research agenda and information and knowledge management on the situation of Caribbean adolescents and youth;
- vi. fostering adolescent and youth awareness and appreciation of Caribbean identity and citizenship.

The CARICOM Commission on Youth Development not only successfully demonstrates the benefits of effective Youth-Adult partnership, but has also been instrumental in highlighting youth views and concerns related to structuring the way forward for youth in the integration process. To this end, we are sufficiently convinced that achieving the goals within the CYDAP would result in greater progress towards achieving the objectives set out in the Revised Treaty in a more coherent and progressive manner - an exciting platform on which to embark on the upcoming 40 years!

In 1973 when the Caribbean Community was formed, our leaders may have been anxious, but with vision they were courageous enough to be resolute in embarking on the journey despite the collapse of the British West Indies Federation. However cautious we may have become of its success to-date, we must never doubt that our quest is: the importance and permanence of the Caribbean Community. This vision must remain relevant to all generations so that in another 40 years, when generations reflect, they would recognize the beginning

of CARICOM as a truly significant and definitive time in our history and its value in improving the lives of the ordinary citizens. However, we cannot negate the fact that there have been significant changes in the technological landscape over the last 40 years, and as such, we must adjust the way we interact with and engage the Community.

In light of the struggles of CARICOM in achieving a connected and unified Region, the thoughts surrounding our



Youth for CARICOM

establishing the CARICOM Single Market and Economy highlights the objectives of the Community as: functional cooperation, foreign policy coordination, economic integration and security. Any investment in youth would provide for sustainable action in all these areas. The CARICOM Youth Development Goals outlined in the CARICOM Youth Development Action Plan (CYDAP) are also in keeping with the goals and objec-

tives within governments and institutions operating within the Caribbean Community;

- iii. ensuring genuine participation of and partnership with young people in all aspects of national and Regional development;
- iv. ensuring that developments and investments are appropriate to the needs of varying youth cohorts and to young people's life stages and circum-

attainment of this goal seem to indicate that we still have much left to do. The use of technology must play a part in bridging this gap! Dominica's Prime Minister Roosevelt Skerrit, in 2011, highlighted that his belief that for the most part, the Community existed "only in the words of the Treaty, rather than as a tangible entity that is seen by its people as a vital part of their lives". As a Community, we must realize that the pauses and plays of the past are potentially detrimental to the entire vision of CARICOM. The inaugural address by Ambassador Irwin LaRocque, the seventh Secretary General of CARICOM, pointed to the fact that no one person was able to make the kind of difference that the Community needed; no one person could fulfill the vision/journey ahead. Instead, he stated that "The entire Community must make this journey with me. I cannot make the strides we have to, without the total involvement of Member States and the people of the Region."

Therefore, if our last 40 years have taught us nothing else, which is far from the case, it is that separation and division amount to greater vulnerability. If we ever hope to achieve greater sustainability, economic clout and Regional recognition, association, integration and togetherness must underline our future actions •

WE ARE READY to take on and play our part in overcoming the present challenges and those challenges ahead. It is our firm belief that if we all play our part, by continuing to "labour in the vineyard of Caribbean integration" we can and we will together reap the associated rewards.

Sure, it will require greater dedication, understanding and a pragmatic approach to the vision, but the past 40 years are gone in history, now our work must be grounded in ensuring that in the next 40 years, the content of our Treaty is made manifest in the everyday life of our CARICOM brothers and sisters.

Let's Join Hands, Hearts, & Minds & Shape It Together!



OUR NEXT 40 YEARS

- **must be** a time for implementation and action,
- must be a time when sustained action replaces rhetoric,
- **must be** a time where each word and every action from our Regional leaders evoke an awakening of the talents, innovativeness, creativity and boldness of our people and more specifically our young people,
- **must be** a time where unlocking, creating and promoting Regional opportunities for young people takes centre stage, and
- **must be** a time where every citizen not only feels connected to this Regional thrust, but more importantly understand the vital role they play in its success!!

From Colgrain to Turkeyen

The evolution of the Caribbean Community Secretariat



Sir Edwin Carrington, then CARICOM Secretary-General assists at the sod-turning exercise at the Turkeyen location of the CARICOM Secretariat in 1998.

As the Caribbean Community (CARICOM) celebrates its 40th anniversary, we retrace the development of the principal administrative organ of the Community, the CARICOM Secretariat.

The Secretariat, now housed in an impressive edifice at Turkeyen, Greater Georgetown, Guyana, had its historic but humble beginnings in quarters of Colgrain House, the residence of Mr. Fred Cozier, Secretary-General of the Caribbean Free Trade Association (CARIFTA). CAR-

IFTA preceded the establishment of the Caribbean Community.

During his short term in office from 1968-1969, Secretary-General Cozier occupied the northern half of the magnificent wooden building on Camp Street in Georgetown, while the Secretariat staff of four at that time occupied the southern half. The Secretary-General's primary responsibility in the initial year 1968-1969 was the establishment of the Commonwealth Caribbean Regional Secretariat at Colgrain House and servicing the several committees set up by the Caribbean



The CARICOM Secretariat Headquarters at Turkeyen.



Staff members in the CARICOM Secretariat Conference Room.



The CARICOM Secretariat at night.

Heads of Government to give effect to the provisions of CARIFTA.

In 1969, the Secretariat was moved to the Third Floor of The Bank of Guyana Building, home of the Central Bank of Guyana located in the heart of the City. The batch of four staff members increased to 20 during the tenure of Secretary-General William Demas, 1970-1974.

One of the signatories to the 1973 founding Treaty of Chaguaramas, the then Head of Government of Guyana, the Hon. Forbes Burnham, negotiated for the

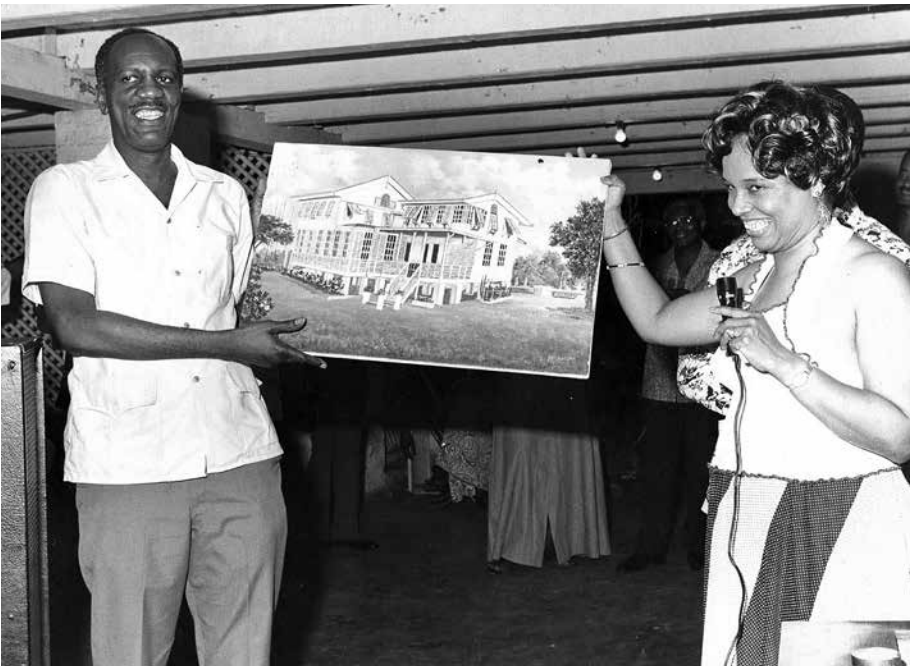
establishment of a permanent Secretariat for the Community to be headquartered in Georgetown and hosted by the Government of Guyana.

With the steady growth of the Community and the increasing mandates of the Secretariat, the fourth floor of the Bank of Guyana Building was soon retained to accommodate additional offices and staff of the Secretariat. As CARIFTA transitioned to CARICOM and the staff complement almost doubled, the Secretariat expanded to five annexes across Georgetown with the Bank of Guyana Building

being retained as the Head Office.

Decades later, the task of delivering on the promise to provide the CARICOM Secretariat with its own home started with the Guyana Government's acquisition of land from GUYSUICO. In 1998, a sod-turning ceremony took place and construction of the Headquarters Building began in May 2001. The inauguration ceremony for the building took place on 19 February 2005 in the presence of more than 600 persons, including Heads of Government and State of the Community, representatives of regional institutions, other dignitaries and staff of the CARICOM Secretariat.

Today, the core complement of staff at the CARICOM Secretariat exceeds 300 distributed across the Secretariat of the Secretary-General; the Office of the Deputy Secretary-General; the Directorate of Trade and Economic Integration; the Directorate of Foreign Policy and Community Relations; the Directorate of Human and Social Development; the Office of the General Counsel; as well as programmes and projects. In addition, staff members are housed in an Annex, obliquely opposite the headquarters in a modern multi-storey building, and at the CSME Unit and Office of Trade Negotiations in Barbados, and a section of the OTN in Jamaica •



An artist's impression of Colgrain House being presented to then CARICOM Secretary-General William Demas by staff member, Sheila Chan at a function at Colgrain House.

MISSION STATEMENT to the Secretariat

To contribute, in support of Member States, to the improvement of the quality of life of the People of the Community and the development of an innovative and productive society in partnership with institutions and groups working towards attaining a people-centred, sustainable and internationally competitive Community.

MAIN FUNCTIONS of the Secretariat

- Initiate or develop proposals for consideration and decision by the relevant Organs
- Initiate, organise and conduct studies
- Provide, on request, services to Member States on Community-related matters
- Service meetings of the Organs and Bodies of the Community and take appropriate follow-up action on decisions taken
- Collect, store and disseminate relevant information to Member States
- Assist Community Organs in the development and implementation of proposals and programmes
- Mobilise resources from donor agencies to assist in the implementation of Community Programmes
- Prepare the draft Work Programme and Budget of the Secretariat for examination by the Budget Committee
- Provide, on request, technical assistance to national authorities to facilitate implementation of Community decisions; and
- Conduct, as mandated, fact-finding assignments in Member States

The Secretariat is currently headed by Ambassador Irwin LaRocque, the Secretary-General, who is the Chief Executive Officer of the Community.

OTHER SECRETARIES-GENERAL

1. William Demas, (Trinidad and Tobago), 1973 to 1974;
2. Sir Alister McIntyre, (Grenada), 1974 to August 1977;
3. Joseph Tyndall, (Guyana), (acting Secretary-General), August 1977 to August 1978;
4. Kurleigh King (Barbados), November 1978 to September 1983;
5. Roderick Rainford (Jamaica), September 1983 to August 1992;
6. Edwin W. Carrington (Trinidad and Tobago), August 1992 to December 2010;
7. Lolita Applewhaite (Barbados), (acting Secretary-General), January 2011 to August 2011.

Prior to the formation of CARICOM, there were Secretaries-General for CARIFTA.

The Secretaries-General of CARIFTA were:

1. Frederick L. Cozier, (Barbados), 1968 to 1969
2. William Demas, (Trinidad and Tobago), 1970 to 1973

The second (and last) Secretary-General of CARIFTA, Mr. William Demas, then became the first Secretary-General of CARICOM. Mr. Demas was instrumental in the transition from CARIFTA to the Caribbean Community.



Sources:

1. CARICOM Secretariat
2. National Trust, Guyana

Secretaries-General of the Caribbean Community

Mr. William Demas

William Demas who was Secretary-General of CARICOM from 1973-1974, and also helmed its precursor, the Caribbean Free Trade Association (CARIFTA) from 1970-1973, is considered one of the major architects of CARICOM. It can be argued that he made the most profound contribution to the ideology of integration. In spite of the difficulties which faced the Community in the 1970s, 80s and beyond, Mr. Demas, a national of Trinidad and Tobago, remained optimistic about the success of the integration movement, seized as he was with the understanding that CARICOM was a political and diplomatic necessity for the Region.

His vision for the Community was hinged on the themes of development economics, the special problems of small states, the role of the state in development planning, integration and functional cooperation. Underpinning his concern with these was one broad and overarching objective – the maintenance and protection of Caribbean sovereignty.

While Mr. Demas expounded excellence as a critical to the Caribbean's development, repeatedly argued that development of the small states of the Caribbean had to be different from that of larger and more mature economies, and constantly emphasized that the process of deeper economic integration had to be premised on financial integration, his greatest contribution might have been in the areas of economic integration and functional cooperation. He was convinced that those two themes were critical to reducing the problem of size as an inhibitor to the ability of small countries to achieve economies of scale.

Sir Meredith Alister McIntyre

Outstanding Caribbean citizen, Sir Meredith Alister McIntyre, OCC, was born in Grenada on March 29, 1932. He attended Grenada Boys' Secondary School and then left to pursue studies, first at the London School of Economics and Political Science, then at the University of Oxford, where he graduated with First Class Honours. In 1962, Sir Alister served as Assistant Professor at the Princeton University and, the following year, as a Full-



Mr. William Demas shares a light moment with the Hon. Lester Bird, Prime Minister of Antigua and Barbuda.

bright-Hays Fellow, Columbia University.

A stalwart in the integration movement, Sir Alister has served with distinction in several areas regionally and internationally. He was Director of the Institute of Social and Economic Research (ISER), University of the West Indies (UWI); Lecturer and Vice Chancellor of UWI; Secretary-General of CAR-



ICOM; Director of the Commodities Division of the United Nations Conference on Trade and Development (UNCTAD) Secretariat; Chairman of the International Forum on Debt and Development; Vice Chairman of the West Indies Commission on the future of the West Indies; and the Chief Technical Officer, Regional Negotiating Machinery. He was also retained as a consultant to regional and international financial institutions, including the World Bank and the Inter-American Development Bank.

Sir Alister has been fittingly rewarded for his outstanding contributions. In addition to being knighted by the Queen, he was the recipient of a Doctor of Laws Degree (honoris causa) from UWI, national honours of distinction from Guyana and Jamaica, and the Region's highest honour, the Order of the Caribbean Community (OCC), in 1995.

(Sourced from the CARICOM Perspective, Special Millennium Edition, July 2002)

Sir Alister McIntyre received the Order of the Caribbean Community (OCC) from the Hon Edison James, then Prime Minister of Dominica



Joseph Tyndall

Mr. Joseph Tyndall, a Guyanese national, was seconded to the then Commonwealth Caribbean Regional Secretariat in 1968 as Chief Economist, shortly after the Secretariat was established at Colgrain House, Georgetown, Guyana, completing a tight core of seven staffers. He became Deputy Secretary-General and subsequently served in the capacity of Secretary-General during the period 1977-1978. He held the fort until Dr. Kurleigh King was appointed Secretary-General in 1979.

Mr. Tyndall pursued studies in philosophy and economics, and public administration at Exeter University and Bristol University, in England, respectively. Prior to joining the Secretariat, Mr. Tyndall served in several capacities in the public service of Guyana, including as Assistant Secretary, Ministry of Development and Planning, and at the Ministry of Trade and Industry, as Principal Assistant Secretary at the Ministry of Trade and Industry, and as Secretary, Bank of Guyana. He became Minister of Trade and Industry and later, Minister of Agriculture.

Mr. Joseph Tyndall



Dr. Kurleigh King

Dr. Kurleigh King

A national of Barbados, Dr. Kurleigh King was Secretary-General of CARICOM from 1979-1983, a period that was considered a very difficult one for the Community which was at the time grappling with the global recession that was occasioned by the increase in the prices of petroleum products. He assumed the position when the Secretariat had been functioning for a year without a Secretary-General.

Acclaimed for his managerial and organizational skills, Dr. King is credited with modernizing the Secretariat, creating a culture of management and training within the Secretariat, and placing emphasis on the use of computers.

Dr. King will be remembered for organizing, with behind-the-scenes diplomacy, the first meeting in seven years of Heads of Government of CARICOM. That meeting was held in Ocho Rios, Jamaica, in 1982. It was at this meeting that it was agreed that there would be annual meetings of the Heads of Government. The Heads of Government currently meet twice each year - an Intersessional Meeting held in the first quarter of the year, and in July for the Regular Meeting - and for special sessions as the need arises.

An Economist by training, Dr. King earned a doctor of philosophy degree from Columbia University in New York and a Bachelor of Arts degree from London University in England. He was assistant dean of the graduate school of business at Columbia University in New York City from 1967 to 1968. He served with distinction as the General Manager of the Barbados Industrial Development Corporation, and Director of the Industry Division of the Caribbean Development Bank. In 1983, the Queen and the Barbadian government awarded King the Gold Crown of Merit of Barbados for his contribution to Caribbean co-operation.



Mr. Rainford pays keen attention to CARICOM delegates at a meeting

Roderick Rainford

Mr. Roderick Rainford, a national of Jamaica, became Secretary-General in 1983. He served as Deputy Secretary-General prior to acceding to the position of Secretary-General. A firm believer in team work and collective leadership, he therefore assumed the position with what he described as a "good sense from the inside, of the problems and challenges facing the movement at the time".

The challenges at that time - more prominent among them the Grenada crisis and intra-regional trade - however, did not prevent progress. Mr. Rainford's tenure gave practical action and direction to major integration instruments such as substantial progress in the removal of barriers to the free movement of goods; advancement of the construction of the Common External Tariff; reactivation and revival of the Caribbean Festival of Arts (CARIFESTA); and the creation of or consolidation of institutions for common regional action such as the Caribbean Environmental Health Institute (CEHI) and the Caribbean Disaster Emergency Response Agency (CDERA) now the Caribbean Disaster Emergency Management Agency (CDEMA).

One of a cadre of integrationists molded at the University of

the West Indies and a self-described Federationist, Mr. Rainford holds a B.Sc. in Economics from the UWI. In 1963, he went to Oxford University as a Rhodes Scholar, earning a B.A. in Jurisprudence in 1965, and a Diploma in Economic Development in 1966. He was a Woodrow Wilson Fellow in 1971 and in that year, gained his Masters of Arts in International Relations from the University of Toronto. He was a former Governor of the Bank of Jamaica.

Mr. Rainford has received several honours including the Cacique Crown of Honour from Guyana in 1989 and the Order of Jamaica in 1992. In 2008, the UWI conferred on him an Honorary Degree of Doctor of Laws.

(Sourced from the CARICOM Perspective, Special Millennium Edition, July 2002)



Sir Edwin Carrington, who holds the distinction of being the longest serving CARICOM Secretary-General, 1992-2010.

Sir Edwin Carrington

Sir Edwin Wilberforce Carrington, OCC, a national of Trinidad and Tobago, held the position of Secretary-General of CARICOM since August 1992 until 2010, making him the longest serving Secretary-General of the Caribbean Community.

Credited with an unwavering commitment to integration and a sense of realpolitik, Sir Edwin presided over a period that was characterized significantly, by the revision of the founding Treaty of Chaguaramas; the widening of the integration movement to include non-English speaking Member States, Suriname and Haiti, and the increase in the number of Associate Members from one to five; the movement from a CARICOM Common Market to the CARICOM Single Market and Economy (CSME) and the establishment of the foundation of the Single Economy and the creation of critical regional institutions and bodies, among which are counted the Caribbean Court of Justice (CCJ), and the CRICOM Competition Commission (CCC).

Sir Edwin is the holder of Bachelors and Masters Degrees in Economics from the Universities of the West Indies and McGill University in Canada. He was also conferred with the degree of Honorary Doctor of Laws by the University of the West Indies and the City University of New York – CUNY (Medgar Evers College).

His distinguished career in Diplomacy and Development saw him serve as Deputy Secretary-General, and immediately thereafter, 1985-1990, as Secretary-General of the African, Caribbean and Pacific Group of States (ACP) – the only Caribbean national to have held that position to date. In acknowledgement of his outstanding service, Carrington Hall at the ACP Secretariat (Brussels) is named in his honour. In recognition of his sterling service to the Community, he was awarded the Order of the Caribbean Community (OCC) in 2011. Sir Edwin is also the holder of the Trinity Cross, his country's highest honor, as well as the Chaconia Medal (Gold), Trinidad and Tobago's second highest honour. He has also been honoured by other Caribbean States, being the recipient of the Companion of Honour of Barbados (CHB); the Order of Distinction of Belize; the Duarte, Sanchez Y Mella, Gran Cruz De Plata decoration of the Dominican Republic; the Cacique Crown of Honour (CCH) of Guyana, the Order of Jamaica, the Grand Officer in the Order of the Yellow Star of Suriname, and a Knighthood from Antigua and Barbuda.

Recognition of Mr. Carrington's contribution to the Caribbean was expressed by the Caribbean Diaspora, through the conferring in 2001 of the Pinnacle Award by the National Coalition of Caribbean Affairs.

Awards have also flowed from outside the Community with Spain conferring Commander of Number of the Order of Civil Merit and Italy the Order of Merit Commander Class of Italy. Recognition of Mr. Carrington's contribution to the Caribbean was expressed by the Caribbean Diaspora, through the conferring in 2001 of the Pinnacle Award by the National Coalition of Caribbean Affairs.

Sir Edwin was only recently named as a National Icon of Trinidad and Tobago.

Lolita Applewhaite

Ambassador Lolita Applewhaite held the position of Secretary-General (ag) in 2011.

Ambassador Applewhaite holds a Masters in International Public Policy from the School of Advanced International Studies, the Johns Hopkins University, Washington, D.C., and a Bachelor's Degree in Political Science, from the Institut d'Etudes Politiques, Universite d'Aix-Marseille, Aix-en-Provence, France.

Ambassador Applewhaite has a wealth of experience in International Relations, Administration and Policy Formulation. Before joining the CARICOM Secretariat as Deputy Secretary-General, she served in the Barbados Diplomatic Service for more than twenty years, holding postings in North America and Europe before concluding as Ambassador Extraordinary and Pleni-



Ambassador Applewhaite addresses the Twenty-Second Inter-sessional Meeting of the Conference of Heads of Government in February 2011 in Grenada.

potentiary of Barbados to Venezuela and to Brazil in 1992. Ambassador Applewhaite has also served as Permanent Secretary in the Barbados Public Service in Ministries of the Environment, Tourism, International Transport, Education, Youth Affairs and Culture.



Ambassador Irwin LaRocque, CARICOM Secretary-General, and His Excellency Michel Martelly, President of Haiti and then Chairman of the Conference of Heads of Government during his visit to the CARICOM Secretariat in March 2013.

Irwin LaRocque

Ambassador Irwin LaRocque, a national of Dominica, is the seventh Secretary-General of CARICOM. He assumed the office of Secretary-General on 15 August 2011.

While his service at the CARICOM Secretariat began in September 2005, when he assumed the position of Assistant Secretary-General, Trade and Economic Integration, Ambassador LaRocque's integral involvement in the integration process long preceded that appointment. Back in 1987, as Chief Technical Officer in the Ministry of Trade, Industry and Tourism of Dominica, Ambassador LaRocque was immersed in CARICOM affairs as his work occasioned his input at a number of regional and international trade fora. He was Dominica's Senior Policy Adviser on the revision of the original Treaty of Chaguaramas and served on the Inter-Governmental Task Force (IGTF) which resulted in the Revised Treaty of Chaguaramas.

Ambassador LaRocque's experience is not limited to regional trade and integration matters. He has managed diplomatic negotiations with third countries and in-

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It was altogether not ‘a bad day at the office’, despite the difficult global economic environment most of the time. We therefore not only held it together - steady as it goes - for a very long period, but also enhanced it by deepening and widening it.”

Sir Edwin noted also that during the period, the Secretariat’s host country, Guyana, provided a “spanking new Headquarters building.”

“The new group of Leaders are in charge of the longest surviving integration grouping in the developing world and for about half of its life, I have had the great honour of being its Secretary-General,” he added.

To achieve this feat, the former Secretary-General said, apart from the able Secretariat staff and officials from Member States, “our leaders played crucial, at times decisive roles, in moving this process along to the stage at which it has now reached.”

Sir Edwin is of the strong belief that the integration process must now move to a higher stage, and to achieve that, there is a critical need for ‘all hands to be on deck’ and for some critical changes to be made. “Our Leaders, the Private Sector and the Public Sector, Labour, Civil Society and most critically the Youth of the Region including our schools, must be involved,” he said. “Interestingly enough, I saw a recent call by the Director General of the World Trade Organisation (WTO), for more integration among the Member States of CARICOM,” he pointed out.

Sir Edwin also called for greater use of technology, for more outreach and interaction by the Secretariat and other Regional Institutions, in spreading the message and educating and informing the Region’s people about the initiatives, benefits, costs and nature of the integration process.

“We must log on to the social networking sites, for example, and maintain a presence. It is imperative that the message be spread consistently. It is in part through informing and involving the population, in particular the youth, that the Community will become more vibrant and sustain a momentum towards making us a stronger, more viable and prosperous Region,” he concluded.


(Continued from page 59)

ternational development partners which required political acumen for successful completion. He testified, on behalf of the Community, before the United States International Trade Commission on trade relations between the Caribbean and the United States, with emphasis on extending and expanding the Caribbean Basin Initiative (CBI). He subsequently successfully coordinated a Ministerial Mission to meet with representatives of the United States Congress and the United States Administration on a range of issues of interest to the Community. The CBI has since been extended. He Co-Chaired the US-CARICOM Trade and Investment Council and led negotiations with the United States Trade Representative Office for a new Trade and Investment Framework Agreement which was signed in May 2013.

His current primary focus is on spearheading the process of Change in the CARICOM Secretariat and the Community institutions, advancing and consolidating and the gains of the CARICOM Single Market and boosting public education and communication.

Ambassador LaRocque was educated at Queen’s College and the New School for Social Research, both in New York, and New York University, and majored in Political Philosophy, Pure Economics and Political Economics.



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