

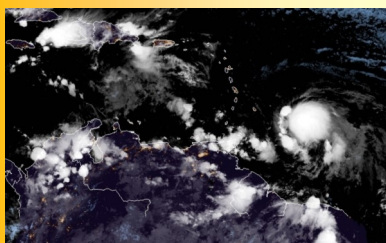
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Tropical Storm Elsa as it approached the Caribbean.

(Photo from hwn.org)

CARICAD EMPATHISES

I write as Executive Director of CARICAD to express our empathy for the people of our member states, Barbados, Saint Lucia and St. Vincent and the Grenadines that were affected by the passage of Tropical Storm/Hurricane Elsa on July 2nd and 3rd, 2021.

In the case of the people of Saint Lucia our empathy rises distinctly to an expression of sympathy. We understand that Mr. Peter Victor lost his life during the stormy weather. We extend condolences to his family, relatives, friends and neighbours.

We are mindful that yet another natural hazard has had a multi-island impact. That reality

reminds us that when it comes to vulnerability to hazards, we are all in the same boat together in our region.

We hope that all **Reconstruction** and **Recovery** efforts will be smooth and successful. We also hope that those efforts will contribute to future **Resilience** to storms and hurricanes.

We trust that the suffering, pain and anxiety of those who suffered losses of houses, damage to their roofs, vehicles and other possessions can be ameliorated with compassion, urgency and efficiency.

Devon L. Rowe
Executive Director
July 7th, 2021

From the Desk of...

Devon Rowe, Executive Director of CARICAD



Challenging Times Ahead

This edition of our Horizon Newsletter appears at a time that is symptomatic of the VUCA (Volatile, Uncertain, Complex and Ambiguous) environment in which we work at CARICAD. I refer specifically to the following:

- There was an explosive eruption of La Soufriere volcano in St. Vincent in April. That event deposited a large volume of ash in Barbados where our Secretariat is located
- The COVID-19 crisis persists with a resurgent second wave being a reality in some member states
- The 2021 Atlantic hurricane season began on June 1st. The forecast is for yet another active hurricane season, and in early July, Hurricane Elsa caused flooding and loss of major utilities in some islands
- Many governments of member states are facing severe fiscal challenges
- There is escalating anxiety about gun crimes in some member states



Ash settled on many homes after the explosive eruption of La Soufriere volcano in St. Vincent. (Screenshot provided by a resident of St. Vincent)

The fall-out of the protracted COVID-19 crisis continues to affect all spheres of life, especially economic activity, education, sports, entertainment and travel. We of the CARICAD family remain committed to innovation, change, transformation, resilience and adaptation for our own environment.

We accept that these are challenging times. These are high-stress, high-pressure and anxiety-inducing times. We understand that visionary leadership, competence and commitment will be needed now even more urgently than before. In that regard we continue to focus on Leadership through our CLDP–Mid-Level-Leadership programme. We will also continue to use our webinars to promote innovative thinking with a focus on solutions to current and emerging challenges.

We are deepening our partnerships with all strategic partners, especially CDEMA. We remain convinced that dealing effectively with our region's vulnerability to so many natural hazards requires a whole of government, all sectors and all agencies approach.

This edition of the **Horizon** is yet another illustration of CARICAD's commitment to producing value for our people – our stakeholders and partners. We have continued to transform our own institution while we promote, support and assist Public Sector Transformation efforts in member states.

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Post-volcano development at Port Little Bay in Montserrat. (Photo by Franklyn Michael)

Challenging Times Ahead

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This issue of our newsletter again brings to the fore the importance of Resilience in the face of our region's enduring vulnerability to natural hazards in both the long- and short-term – windstorms, hurricanes, floods, rainstorms, volcanic eruptions, earthquakes, drought and Climate Change. This is why we continue to focus on the need for Resilience:

"Since 1950, the region has been hit on average, by seven disasters per year that have killed hundreds of thousands of people and affected millions more. Annual damage in the Caribbean accounts for 40 per cent of global damage. Caribbean small states have suffered more damage at greater frequency than both other small and larger states. Climate change is expected to exacerbate these effects by increasing the frequency and severity of natural disasters, affecting the livelihood of the populations, and harming the essential assets their insufficiently diversified economies rely on."

Source: Dr. Asha Kambon – Consultant, Disaster Risk Reduction

It is critical that our policy-makers, planners, and academics put our vulnerability at the core of our development thrust. The lessons of our vulnerability are stark. Montserrat 25 years after the eruption of the Soufriere Hills volcano in infrastructural terms is a shadow of its pre-volcano state – airport, port, electricity and hospital. The population is still only 50% of what it was in 1995. Dominica continues to recover well but it lost several thousand residents after recent storms and hurricanes. Will they return to Dominica to live before retirement age?

Recovery is not only expensive it takes a long time if Preparedness and Mitigation are weak and sporadic. We need to break the cycle of "interrupted development" in the Caribbean region by making our infrastructure and utilities more structurally resilient, educating our people better to deal with hazards, using higher construction standards for houses, better use of physical planning while broadening our economic bases. It is understood that the path to Sustainable Development might not be a straight line but we in the region are following an unsustainable zigzag path.

CARICAD is committed to playing our role to smoothen and straighten out the roadway to Resilience and Sustainable Development.

We pledge to continue our efforts.

CARICAD and CDEMA to Renew Partnership

By Franklyn Michael

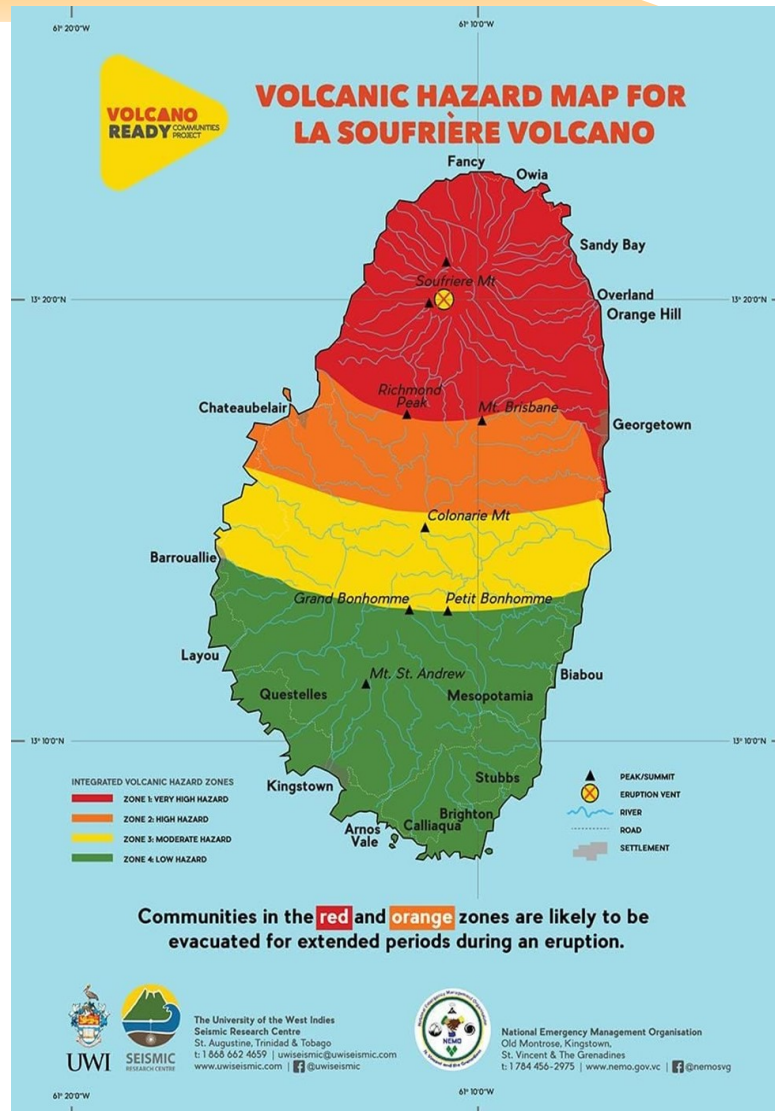
CARICAD and the Caribbean Disaster Emergency Management Agency (CDEMA) signed a Memorandum of Understanding (MOU) in December 2016, shortly after CARICAD's Executive Director Mr. Devon Rowe took up his post. The purpose of the MOU was to provide a platform and a binding, formal basis for agreement, collaboration and cooperation. The two regional institutions have agreed to maintain their partnership by revising and extending the original MOU.

The MOU was based on the realisation that both institutions, although having different mandates, have an immutable commitment to promoting and supporting Sustainable Development among CARICOM member states. The two institutions use many of the same tools and techniques to build capacity:

- Project Planning and Management
- Strategic planning
- Organisation Capacity Assessments
- Business Process Reviews
- Contingency and Business Planning
- Face-to-face and online training
- In-country technical assistance
- Change Management models and techniques
- Stakeholder engagement and empowerment
- Monitoring and Evaluation methodologies
- Scenario planning
- Case studies
- Associate and external consultants to conduct selected assignments
- Outreach through traditional and new media

During the last five years CARICAD and CDEMA worked closely on several initiatives:

- Staff and personnel recruitments
- Selection of consultants
- Training for staff
- Participation in disaster management conferences
- Sharing expertise in information technology
- Promulgation of tools and techniques for Recovery planning



One of the most significant efforts in strategic collaboration took place in the wake of the explosive eruptions at the La Soufriere in mid-April of this year. CARICAD was able to assist CDEMA to focus on the organisation capacity aspects of the response.

In reviewing the partnership the Executive Directors identified ways in which it can be improved. This includes identifying lead-persons in each institution, creating a Work Plan and setting a date for systematic review of joint efforts. CARICAD and CDEMA have committed to working even more closely in the future especially in matters dealing with building capacity for Crisis Leadership, Organisational Coordination, Contingency and Recovery Planning, Resilience and whole of government Comprehensive Disaster Management.

One of the most significant efforts in strategic collaboration took place in the wake of the explosive eruptions at the La Soufriere volcano in mid-April of this year. CARICAD was able to assist CDEMA to focus on the organisation capacity aspects of the response.

The La Soufriere St. Vincent 2021 Eruption

A personal reflection by **Godfrey T. Pompey** (Former member of CARICAD's Board of Directors)

The Good Friday 1979 (Easter weekend) eruption of La Soufriere was the first of its kind that I had experienced. No prior notification or warning was noted, given the limited media coverage that existed then.

As a member of the Mesopotamia Boys Scouts, I was immediately summoned for duty in preparedness to receive evacuees from the north of the country. I had just graduated from secondary school, not fully aware of the effects of an eruption and what was involved or what to expect.

There was an air of business and frantic movement of vehicles and people covered with ash as they began to arrive at the Cane End Government School, where I was posted. Worrying sight. The otherwise sunny afternoon suddenly turned dark and grey as the effects of the La Soufriere eruption, falling ash, began to take its toll on the countryside. However, as a youth, full of energy and fearless, there was that desire to explore the unknown.

In 1979, although there was some level of preparedness as noted by my father, the then Cabinet Secretary, the same level of community education and community mobilisation did not exist as it does today.

April 9th, 2021 explosive eruption of La Soufriere was predictable and a very different experience from 1979. The explosions were more powerful, prolonged and intensive.



Views from Mesopotamia.
Inset is Godfrey T. Pompey.

The National Emergency Management Organisation (NEMO) supported by a well-oiled University of the West Indies (UWI) Seismic Centre based in Trinidad and Tobago has been "on the ball" and "spot-on" with their predictions.

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The La Soufriere St. Vincent 2021 Eruption

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The collaborative effort that existed for years (noting that the Head of the Centre, Dr. Richard Robertson is a Vincentian). The development of manuals, jingles, community sensitisation throughout the State, be it in the Red, Yellow, Orange and Green Zones were notable activities of NEMO and other agencies.

Community Groups were established throughout the State with special emphasis on the Red Zone. Simulation exercises of a volcanic eruption were conducted in 2019 as part of the Trade Winds

Exercise that was hosted by St. Vincent and the Grenadines.

The leadership of the Honourable Prime Minister, Dr. Ralph E. Gonsalves has been exceptional. The level of public education and preparedness cannot be overstated especially the decision by the Emergency Council to commence the evacuation process by the scientists, for the residents of the Red, Orange and Yellow Zones to evacuate the night before the eruption.



Damage to a building in the Red Zone.

The Government machinery was in readiness for the mass movement of evacuees and functioned smoothly. Various modes of transportation, including by sea, were used to relocate over 8,000 residents to the safe zones. The accurate and timely call by the scientists for the Government to evacuate, along with the existence of critical infrastructure including the newly completed wharf at Chateaubelair and the Fishers Complex in Owia, resulted in the saving of lives. It must be noted that despite the danger posed by the eruption of La Soufriere, no life was lost.

The mushrooming of clouds of ash signalled ongoing activity at the La Soufriere. A spectacular sight.

Although these explosive events were picturesque, a degree of fear and uncertainty existed especially at nightfall when electricity had to be turned off for safety reasons. Due to the advancement in technology and the number of monitoring stations that existed, the public was constantly updated about events surrounding increased activities at La Soufriere. The introduction of the programme "Eying La Soufriere" by Radio 705 with the Honourable Prime Minister and Lead Scientist as daily contributors was a major positive step. It was a daily event lasting for two hours in the morning. This programme provided valuable Geography lessons.

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The La Soufriere St. Vincent 2021 Eruption

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Eighty-five shelters were initially established, not including private houses and hotels that were used to accommodate evacuees. Today, due to a call for those in the Yellow and Orange Zones to return, 62 shelters now exist. Within the Marriaqua area (where I reside, in the Green Zone), 12 shelters were set up, including community centres, schools and churches. This has now been reduced to 10 shelters.

The extensive level of ash coverage throughout the country, including our neighbour Barbados was unprecedented. The cleaning exercise has been tedious and ongoing especially with water restrictions in place. The high level of community spiritedness and volunteerism cannot be overlooked and must be commended. All with a view to making our visitors at home.

The eruption of the La Soufriere has however resulted in various challenges including the Dengue Fever outbreak, further, descriptions to the Education System, but moreover, an increase in COVID-19 cases in shelters. The reluctance to wear a mask and to be tested or vaccinated are cause for concern.

Despite the all-clear being given to residents in the Orange and Yellow Zones to return home on the May 24th, the difficulty of the Red zone exists. There is a need for extreme repair work on homes that collapsed due to heavy ash fall, cleaning and repair work to roads and bridges.

In fact, residents from certain areas in the Red Zone have to be relocated. Access to some area has been problematic.

The return to "normal life" for a large number of evacuees will be a protracted process. Even the scientists are uncertain when such an "All-Clear" can be given. An ongoing effort to replace lost or damaged monitoring equipment to provide more accurate scientific information that worked so well in the events leading up to the explosive eruption is ongoing.

We (Vincentians) will be forever grateful for a job well done by our dedicated scientists, the Honourable Prime Minister, Cabinet, and the entire NEMO machinery of thousands of volunteers. The labour of love continues. May God bless us all.



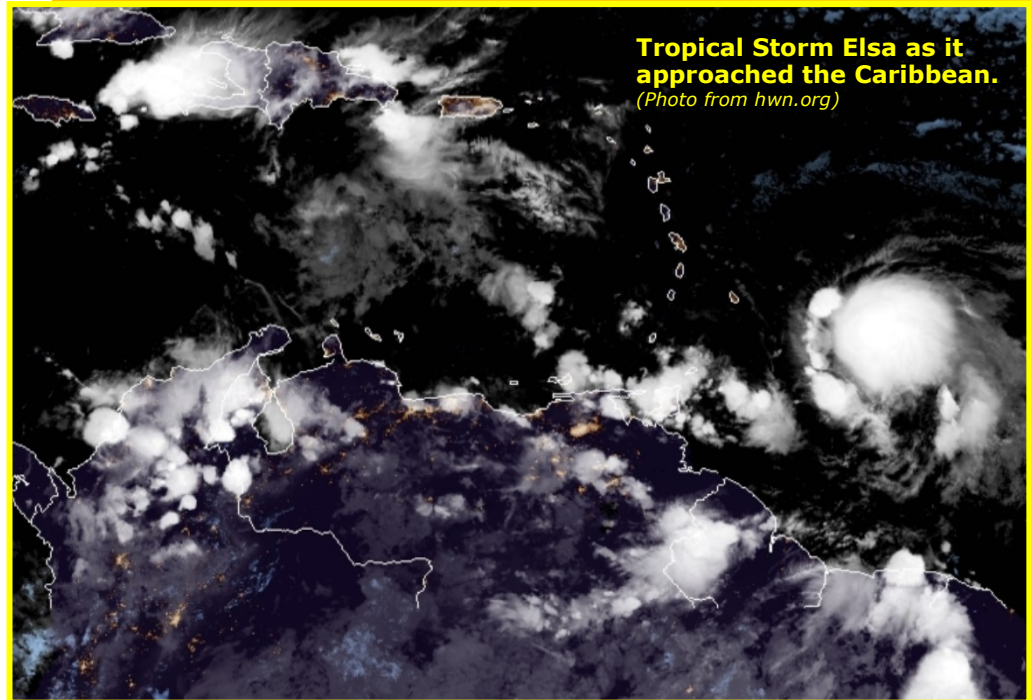
Ash in Sandy Bay.



Mr. Godfrey Pompey, BSc., MA, OBE is a former Permanent Secretary, Director of Training, Senior Assistant Secretary, Qualified Assistant Teacher – St. Vincent and the Grenadines.

Prepare for the Next Storm

By Franklyn Michael



Tropical Storm Elsa as it approached the Caribbean.
(Photo from hwn.org)

In Issue 3, of Volume 3 of our CARICAD **Horizon** newsletter issued in June 2020 we published an article entitled, *Preparing for Hurricanes – Suggestions for Public Sector Managers*. The passage of Hurricane Elsa on July 2nd and 3rd made us at CARICAD reflect on the many Planning, Leadership, Management, Coordination and Communication challenges that effective responses to hurricanes require. We have decided to reproduce the article with minor editorial changes because of its relevance for the 2021 Hurricane Season.

Preparing for hurricanes in CARICAD member states must be done against a backdrop that is different from locations on the mainland of the United States such as Florida or the Carolinas.

- Evacuation off-island by road out of the path of the storm; is impossible
- Air travel will most likely be suspended in the smallest of the member states even before winds get to tropical storm strength. Airports will be closed during storm/hurricane warnings
- Ferry services might have to be suspended because of difficult docking conditions
- Some major roads could be flooded before the arrival of a storm
- Critical facilities such as hospitals, ports and airports are few. There is little opportunity for quick alternatives
- Stockpiles or emergency stores of emergency supplies are very limited
- There is a heavy reliance on imported foods especially long-shelf-life food like canned and dried goods

- Modern house construction styles, although making homes more salubrious, has made the buildings more vulnerable to wind damage – lengthy overhangs, lots of glass, lower pitched roofs, limited use of hurricane straps

CARICAD suggests that all public sector entities plan for the persistent threat of hurricanes and the high probability of impact, somewhere in the region each year. This requires a commitment on the part of public sector supervisors, managers and leaders to embrace preparedness as part of the job and as a way of life.

It is important to be thorough and systematic with hurricane preparedness. Make hurricane preparedness (*should be all hazard preparedness*) a part of organisational culture. In that regard CARICAD suggests the use of a framework such as our **BE, KNOW, HAVE** and **DO** model that we have proffered for managing in a crisis, be adapted for hurricane preparedness and recovery after impact. We are at the start of the 2021 hurricane season, so we have adapted the original **BEFORE** dimension of our model to focus specifically on hurricanes. It is our hope that with continuous improvements in preparedness, fewer lives will be lost and fewer hurricane impacts will become disasters.

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Prepare for the Next Storm

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FRAMEWORK FOR PUBLIC SECTOR LEADERS/MANAGERS FOR PREPARING FOR HURRICANES

BE	KNOW	HAVE	DO
Committed to leading hurricane preparations if you are a Supervisor or Manager	How to get reliable, official, weather information. Stay current with updates	Clear priorities for your organisation's work. Have up-to-date Contingency and Business Continuity plans	Redeploy staff according to both competencies and commitment
Conscious that COVID 19 protocols must be observed while dealing with hurricane preparedness	The location of your country in terms of latitude and longitude	Detailed, timely information about the impact of the hurricane on the organisation	Keep up to date with official whether information and Situation Reports
An example to your staff – take the hurricane threat seriously	How to communicate at all times with staff and personnel at all levels	An accurate contact list for all staff including residential addresses. Keep a duplicate copy with you at home	Arrange training for staff in critical areas of skill that could be needed if there is an impact
Be thorough – plan for all departments and units	The members of staff that are likely to be overcome by fear and stress if a threat becomes imminent	Regular briefings among staff as you prepare for hurricanes	Arrange First Aid training for staff
A source of accurate information about storm threats	Know the Emergency regulations as they might apply to your organisation and its work	Conduct tabletop or if relevant, field exercises for your organisation	Check the Emergency kit in the organisation
Be organised - Always have relevant documents available	Flood-prone zones in case you and staff have to transit them.	Up to date contact information for key officials outside of your organisation	
Emotionally competent – consider how you behaviour and leadership styles impact others	The mandate of your agency and limits of your authority	Hard copies of contact lists as back ups	
Prepared at home	All relevant legislation	Reliable ICT systems and hardware for use for remote work if required	
Mindful that more than one storm can strike the same country in the same hurricane season	Roles of strategic partners	Accountability procedures in place for use of vehicles, plant and equipment during emergencies	
		Duplicate and back-up equipment and supplies	

AFTER THE STORM: PERFORM AND TRANSFORM

CARICAD has recently promulgated two documents dealing with post-hurricane recovery. The first is a model hurricane recovery strategy and the second is a guide for post hurricane recovery for public sector managers. It is hoped that these documents will be embraced as a resource by public officers. The documents were produced because CARICAD wishes to emphasise that when a major hurricane hits a member state, it is the entire public sector that must respond. The framework which follows is therefore intended as a quick reference for public sector managers in the event that they are required to participate in post-hurricane Recovery.

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Prepare for the Next Storm

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FRAMEWORK FOR PUBLIC SECTOR LEADERS/MANAGERS FOR POST-HURRICANE WORK

BE	KNOW	HAVE	DO
Ready to work in a highly stressful environment	How all your staff have been affected	Various means of closely following national-level Recovery activities	Share accurate weather information throughout the organisation
Conscious that in 2020 (at least) COVID-19 protocols must be observed while dealing with hurricane recovery	How to assign persons best suited to specific tasks	Regular briefings among staff as Recovery work continues	Keep up to date with official Recovery information
An example to your staff in terms of commitment to the long hours of demanding work Needed for Recovery	How to communicate with staff members that may be under severe psychological stress	A revised contact list for all staff. Some staff may be staying with relatives and friends or even in shelters	Arrange counselling for staff that could be needed if there is an impact
Committed to urgency allied with effectiveness	How to manage change well	Up to date contact information for key officials outside of your organisation	Introduce internal staff welfare programmes. Pay particular attention to Differently Abled staff
A source of accurate information about Recovery	How to coordinate work with strategic partners	Hard copies of contact lists as back ups	Plan and manage all meetings well. Attend all critical meetings
Be empathetic and very patient with your staff	How best to a public information related to your work if authorised to do so	Implementation matrices	Monitor all Recovery work systematically and regularly
Willing to use flexible structures such as Working groups		Reliable ICT systems and hardware for use for remote work if required	Produce and submit progress reports on schedule
		Accountability procedures in place for use of vehicles, plant and equipment during Recovery	Review, assess and realign work as circumstances require
		Suitable Personal protective Equipment (PPE) for personnel who might have to perform front-line Recovery tasks in the organisation or provide direct service to the public	Evaluate results and write down lessons for the future

Finally, the CARICAD call for Public Service Day 2021 is relevant and repeated here:

“Let us commit to making Organisational Resilience an Outcome of our efforts in Public Sector Transformation. An aspiration without planning, implementation and evaluation is merely contemplation without action. We need policies, strategies, plans, programmes and projects driven by our common needs and realities in the Region. Successful implementation to reduce vulnerability will require collaboration, cooperation, and coordination. Those actions must be based on a common commitment to Resilience. The public sector will continue to be an indispensable instrument of change. We need to use a long-term perspective for the mitigative actions that will increase Resilience. Let me remind my public sector colleagues that now more than ever, we need Transformational Leaders. Those are the leaders that will create and maintain the organisation climate and culture that we need. Resilience in the public sector will be marked by:

‘The ability to face disruptions and unexpected events thanks to the strategic awareness and linked operational management of internal and external shocks.’

– (See Annarelli, Battistella and Nonino).”

Flooding Disaster Declared in Guyana



Photo: Civil Defence Commission (CDC) Guyana

(Posting date at CARICAD, Tuesday, June 15, 2021)

By Franklyn Michael

On Thursday, June 10th, 2021, a flood disaster was declared in Guyana. The President, Dr. Irfaan Ali officially declared the disaster in Guyana due to flooding. The proclamation that was made briefly described the effects of the flooding including:

- That on June 7th, 2021, 28,228 households were affected by flooding
- Water had entered many houses
- Farmland was flooded
- Domestic animals, and livestock were at great risk
- There was significant damage to roads and related infrastructure
- Heavy rain began in May and by early June; all 10 of the administrative regions in Guyana had been affected by flooding to some degree. Water had receded in some locations but the displacement, damage and disruption were extensive. Dozens of displaced persons were

being accommodated in emergency shelters. Flooding was still extensive in some regions; 29,322 households were affected by June 10th.

The Government sought approval from the National Assembly on Monday, June 14th for a \$10 billion supplementary budget allocation to respond to the challenges brought by the floods, especially to provide relief to affected persons. The supplementary financing will also be used to repair infrastructure damaged by the floods. Assistance will be given to farmers, miners and families whose livelihoods were destroyed in the series of flood events. The Department of Public Information in Guyana reported that The National Assembly on Monday, June 14th approved the passage of \$23 billion to be used for a series of relief measures for the countrywide flood and the continued COVID-19 response.

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Flooding Disaster Declared in Guyana



Photo: Civil Defence Commission (CDC) Guyana

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The information shown below was taken from CDEMA's Situation Report No. 1 – Hinterland Flooding, Guyana, dated June 10th, 2021:

- The rainfall total for May in Guyana was recorded at 607.7 mm (23.9 inches). It is the second highest rainfall total for the month of May since 1981
- Rainfall forecasts suggest that above-normal rainfall can be expected throughout Guyana during the period June to August, 2021
- Flooding remains a concern for at least June into mid-July especially in areas that are already under water and mudslides are a concern over hilly areas
- The Civil Defence Commission (CDC) in Guyana continues to give direct support in shelter management, evacuation and relief distribution in Kwakwani (Region 10) where excessively high water levels are being experienced, almost fully covering homes in some instances. Technical teams continue to give support in Region 7.
- The CDC recommended that the situation be classified as a Level 2 Event. In the case of a Level 2 Event, the national capacity to respond is not overwhelmed but some external assistance is required and being sought through CDEMA's Regional Response Mechanism (RRM) to augment efforts to effectively protect lives, livelihoods and the environment

SOME OF THE ACTIONS TAKEN BY THE CIVIL DEFENCE COMMISSION (CDC) IN GUYANA:

- Advised the President that the country was at Level 2 with regard to the flood situation
- Continued to manage shelter operations in Region 10 at Kwakwani including the establishment of an additional shelter at Hururu
- Continued on-the-ground support and assessments in Upper Mazaruni in Region 7
- Continued to engage CDEMA, other regional and international stakeholders for support to national flood response. Engaged with the local private sector to source and distribute Relief supplies
- Provided support to RDC of Region 2 and 5 in the establishment of emergency shelters in the Pomeroon River and at Gordon Table respectively
- Kept the public updated through regular Press releases, interviews and alerts
- Provided technical support to the Regional Emergency Response System
- Continued to acquire financial support and relief supplies from the Private Sector, NGOs and private citizens
- Director General of the CDC formed part of a team that visited flood affected villages in Region 6 to assess flood levels and residents' needs

GOING FORWARD

- The CDC will work with local government organisations to ensure that timely assessments and responses are done in keeping with the processes set out in the Regional DRM Plans.
- Engage with strategic partners to address key emergency concerns in communities.

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Flooding Disaster Declared in Guyana

Photo: Civil Defence Commission (CDC) Guyana

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- Distribute food and non-food items to affected residents as needed on demand.
- Establish and manage temporary shelters as needed.
- Conduct detailed damage assessments as needed

CDEMA ACTIVATED THE REGIONAL RESPONSE MECHANISM (RRM)

- CDEMA provided 500 cots with the support of the Regional Security System over 3 and 6 June. The cots were a donation from the Government of St. Vincent and the Grenadines
- The Caribbean Development Partners Group (CDPG) convened meetings to coordinate relief efforts and was briefed by the CDC Director on 10 June.
- CDEMA has placed the Regional Response Mechanism (RRM) on stand-by to support Guyana.
- Arrangements have been initiated by the CDEMA CU to provide support through coordination of a Detailed Damage Sectoral Assessment Team to support the assessment process.
- CDEMA will continue to engage regional and international partners in support of Guyana.
- Barbados has pledged 500 military cots to arrive in Guyana on 21 June. Additional relief items specifically 1,200 blankets; 2,500 N95 masks;

480 hand sanitisers; 1000 mini hygiene kits and 65 family necessity kits will arrive with the shipment of military cots.

The Department of Public Information in Guyana reported on Sunday, June 13:

The Caribbean Disaster Emergency Management Agency (CDEMA) on Saturday engaged National Disaster Coordinators (NDCs) to discuss the impact of the floods in Guyana and Suriname and the relief management approach to be taken.

The meeting chaired by CDEMA’s Executive Director (ag) Ms. Elizabeth Riley saw Director General of the Civil Defence Commission (CDC), Lieutenant Colonel, Kester Craig and Head of Suriname’s National Coordination Center for Disaster Relief (NCCR), Colonel Jerry Slijngard updating the region on the situation which is affecting thousands of residents in both countries.

The meeting was informed that eight out of ten districts in Suriname are inundated, affecting at least 8,473 households, while in Guyana more than 29,000 households in more than 300 communities are affected, with 205 persons placed in shelters.

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CLDP Update

By Dr. Lois Parkes

CARICAD recently concluded delivery of its virtual Introduction to Leadership Workshop between April - May 2021.

There was a total of 180 leaders across the public services of CARICAD member states who successfully completed the workshop. The workshop was offered free of cost, delivering a market value in excess of US\$66,000 to member states.

The topics covered included Performance Management, Employee Discipline, Conflict Management, Managing Leadership Transitions, Organising Work, and Team Development.

The table shows the breakdown of participants

MEMBER STATES	# of COMPLETED PARTICIPANTS
Antigua & Barbuda	18
Barbados	2
British Virgin Islands	23
Dominica	2
Grenada	8
Guyana	14
Jamaica	78
Montserrat	5
Saint Lucia	5
St. Kitts and Nevis	1
Trinidad and Tobago	25
TOTAL	180

across member states. Note that all applications received from member states within the application deadline were accepted.

Flooding Disaster Declared in Guyana

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CDEMA's Programme Manager for Preparedness and Response, Ms. Joanne Persad, said the meeting also sought to explore priority needs of both regional partners and come up with a system to prevent a flood of unsolicited goods.

Guyana was commended for implementation of a Tracking Matrix which allows it to update its Needs List, based on resource allocation, which CDEMA has promised to further discuss, with a view of synchronising the information.

SURINAME

The International Federation of Red Cross and Red Crescent Societies (IFRCS) published a situation report that was posted on Relief Web on Tuesday, June 15. It stated in part:

On 4 June 2021, a joint Press conference between the Ministries of Public Works, Agriculture, Livestock and Fisheries and Regional Development and Sports was held to discuss the heavy flooding in Suriname. The Meteorological Service Suriname (MDS) indicated that more rain is expected in the next three months. The MDS indicated that for the past

three months of March, April, and May, it has been relatively wetter in the coastal plain than the four-year average.

In April 2021, increased levels of rainfall across Suriname have led to countrywide flooding. All ten districts of Suriname have reported flooding in most of their communities.

On 24 April, local media reported floodwaters in the community of Albina, in Marowijne, reaching knee height. As the persistent rains continued, more regions were impacted. By 27 April, large parts of Wageningen were underwater for days, and the situation worsened when the ring dam between the Nickerie River and Wageningen broke after a rupture. Pumping stations, supermarkets, and houses were flooded with water up to knee height.

Heavy rains and flooding continued throughout May 2021. Visits by the local authorities revealed that many areas had been flooded for weeks and residents saw little to no reprieve from flood conditions. To date, while floodwaters are receding in some areas, there are still inundated areas. In some areas, floodwaters have reached window height.

Closing the Implementation Deficit

By Dr. Lois Parkes

Several reviews and our lived experiences in the Caribbean has shown that the region has been plagued by the slow implementation of public sector transformation (PST). Notwithstanding, there are examples of bright spots of successful implementation of PST across the region from which we can learn how to close this implementation deficit. Having examined a range of these successful initiatives, some commonalities emerge that have contributed to successful implementation:

- 1 The idea** – It first starts with an idea, an urge, or vision to see something change.
- 2 Leadership** – Leadership is critical, not necessarily to be the birther of the idea, but to create the environment for the idea to be deliberated, explored, and ultimately championed through using authority, influence and resources to see the idea implemented.
- 3 Research** – Research is vital to gaining understanding of possible solutions that exist elsewhere. The research undertaken should also include an analysis of the current performance gaps, as this then becomes the baseline for understanding what improvements are needed, and for measuring progress. This is not to say that transformation simply requires a simple adoption of solutions from elsewhere. One should be prepared to forge new paths, and embrace innovation as a path to transformation.
- 4 Engage stakeholders** – This involves the discussions with other Ministries, Departments, sector groups, citizens and beneficiaries, to gain their insights, perspectives, and contributions in finding the best possible transformative policy solution.
- 5 Conceptual design** – Taking the information gathered from the research and stakeholder analyses and engagement, it is important to synthesise, and possibly to apply concepts such as design thinking in order to conceptualise the new policy direction/initiative – in other words, crafting the transformation. This is best achieved through an inclusive approach, led by a select team given the time to collaborate, share and test ideas and options.
- 6 Approval** – Once the transformation is conceptualised, it needs to then get the requisite approval, which is either the Cabinet or Parliament. Along with the approval, there should be a commitment to providing periodic, systematic updates on the progress of the transformation. This is a critical lynchpin in ensuring

accountability for the progress of PST.

- 7 Project planning and implementation** – This is where the work begins. A comprehensive project plan has to be implemented with the various actors, roles, responsibilities and accountabilities clearly defined. The appropriate governance and monitoring arrangements also have to be in place to track progress, and address any implementation challenges.
- 8 Dedicated team** – While the transformation is being implemented, the normal operations still have to be continued. Many PST initiatives are derailed because staff simply are unable to manage to address transformation and operational matters simultaneously. Successful PST initiatives are characterised by the establishment of a dedicated team that is fully focused on the transformation, with the input of other key players/stakeholders. Change management resources should ideally be part of this dedicated team, as research has shown internationally that inadequate attention to the people aspect of change leads to failure of change initiatives.
- 9 Strategic Communication** – Communication is a critical tool in the stakeholder engagement process, as well as serves as a tool for behaviour change, that is usually critical to any transformation process. It is important to approach the communication process strategically, and to be aware of how communication has to be tailored according to the needs of the different audiences, and the stages in the implementation process. The sooner the communication starts, and the greater the consistency and transparency of messaging, the better the likelihood of building trust, engagement and support for the transformation initiative.
- 10 Invite ideas, embrace mistakes** – The path to transformation will not be smooth. There will be bumps in the roads, and mistakes that will be made. In fact, it should be assumed that there are always lessons to be learned and new ideas on how to create even further improvements. Therefore, mistakes need to be embraced as lessons to be built on. Invite feedback especially in relation to challenges being experienced, and encourage ideas for improvement from all quarters. These should then be analysed, and where feasible adopted, with the due recognition given for the contributions given.

Dr. Lois Parkes is the Leadership Development and Institutional Strengthening Specialist at CARICAD.

INNOVATION, DIGITAL GOVERNMENT, AND PUBLIC SERVICE DELIVERY FOR SUSTAINABLE DEVELOPMENT IN THE CARIBBEAN REGION

Key Findings and Insights From The Facilitated Online Capacity Development Training Workshop



Department of
Economic and
Social Affairs



UNPAN Releases Report

We are pleased to share with you the **Report of the Virtual Capacity Development Training Workshop** on "*Innovation, Digital Government and, Public Service Development in the Caribbean Region*," composed of 10 facilitated webinars, which was held on February 23rd and 24th and on March 2nd, 3rd, 9th, 10th, 16th, 17th, 23rd and 24th, 2021.

The training was jointly organised by [UNDESA/DPIDG](#) together with the SIDS Unit of [UNDESA/DSDG](#), in collaboration with [CARICAD](#) and the Caribbean Community ([CARICOM](#)). This training was organised in response to a request from Caribbean Member States. It is based on a Toolkit on "Innovation and Digital Government for Public Service Delivery", which is part of the Curriculum on Governance for the Sustainable Development Goals.

The training aimed at pilot testing the toolkit with the goal of developing the capacities of public servants to respond to the challenges of delivering public services through institutional, organisational, process and conceptual innovations. The training focused on the various dimensions of digital government transformation (Governance, Leadership, Strategy, Legal Framework, Technology, Professional and Workforce Development), public value, systems thinking, innovation labs, action planning and road mapping.

The training included a digital transformation capability assessment and strong interaction between government representatives. Strategies for innovation and digital change were discussed at individual, institutional, organisational, and societal levels.

To access the report, kindly scroll down to the bottom of the page, at "Additional Information" and click on the "Report of the Workshop" (3rd item) or click directly on: https://unpan.un.org/sites/unpan.un.org/files/Report_UNDESA_singlepages.pdf

To read more about the toolkit, click [here](#).

You can also send an email directly to [UNPAN](#).

*The training focused on
the various dimensions
of digital government
transformation*

Do You Know What These Volcanic Terms Mean?

A selection of terms taken from the Volcanic Hazards Glossary

Andesite

Volcanic rock (or lava) characteristically medium dark in colour and containing 54 to 62 per cent silica and moderate amounts of iron and magnesium.

Ash

Fine fragments (less than 2-4 mm in diameter) of volcanic rock formed by a volcanic explosion or ejection from a volcanic vent.

Basalt

Volcanic rock (or lava) that characteristically is dark in colour (gray to black), contains 45 to 53 percent silica, and is rich in iron and magnesium. Basaltic lavas are more fluid than andesites or dacites, which contain more silica.

Caldera

A large basin-shaped volcanic depression with a diameter many times larger than included volcanic vents; may range from 2 to 50 km (1 to 30 mi) across.

Cinder cone

A conical hill, often steep, formed by accumulation of solidified fragments of lava that fall around the vent of a single basaltic or andesitic eruption.

Composite volcano

Steep, conical volcanoes built by the eruption of viscous lava flows, tephra, and pyroclastic flows. They are usually constructed over tens to hundreds of thousands of years and may erupt a variety of magma types (basalt to rhyolite). They typically consist of many separate vents. Synonym is stratovolcano.

Crust

The crust is the outermost major layer of the earth, ranging from about 10 to 65 km in thickness worldwide. The uppermost 15-35 km of crust is brittle enough to produce earthquakes.

Debris avalanche

Moving masses of rock, soil and snow that occur when the flank of a mountain or volcano collapses and slides downslope.

Deformation

Changes to the surface of a volcano that occur due to magma movement underneath the surface. Most volcano deformation can only be detected and measured with precise surveying techniques such as with a Global Positioning System (GPS), tiltmeter, Interferometric Synthetic Aperture Radar (InSAR), or an Electronic Distance Meter (EDM).

Dome

A steep-sided mass of viscous and often blocky lava extruded from a vent.

Effusive eruption

An eruption that produces mainly lava flows and domes (as opposed to an explosive eruption).

Ejecta

Material explosively ejected from a volcano.

Emission

The release of volcanic gases from the earth, which escape into the atmosphere.

Eruption column

The ascending, vertical part of the mass of erupting debris and volcanic gas that rises directly above a volcanic vent. Higher in the atmosphere, columns usually spread laterally into plumes or umbrella clouds.

Explosive eruption

An energetic eruption that produces mainly ash, pumice, and fragmental ballistic debris (as opposed to an effusive eruption).

Fallout

A general term for all the ash and debris that falls to



Volcanic gas haze over devastated town of Plymouth, Montserrat 2014.

(Photo by Franklyn Michael)

earth (also known as ashfall) from an eruption cloud.

Fumarole

A vent from which steam and volcanic gasses issue.

Igneous

Refers to rocks formed by solidification from magma.

Lahar

Lahar is an Indonesian word for a rapidly flowing mixture of rock debris and water that originates on the slopes of a volcano. Lahars are also referred to as volcanic mudflows or debris flows.

Lateral Blast

A lateral (sideways) explosion with a significant low-angle component that is directed towards an area that can cover as much as 180 degrees. Because they carry rock debris at high speeds, lateral blasts can devastate areas tens to hundreds of square kilometres within a few minutes, and they can destroy manmade structures and kill all living things by abrasion, impact, burial, and heat.

Lava

General term for magma (molten rock) that has been erupted onto the surface of the Earth and maintains its integrity as a fluid or viscous mass, rather than exploding into fragments.

Lava flow

Streams of molten rock that erupt relatively non-explosively from a volcano, then move downslope until they stop, cool, and solidify.

Lava fountain

A jet of lava sprayed into the air by the rapid formation and expansion of gas bubbles in the molten rock is called a lava fountain. Lava fountains typically range from about 10 to 100 m in height, but occasionally reach more than 500 m.

Magma

Molten rock beneath the surface of the Earth.

Magma Chamber

The location beneath the vent of a volcano where molten rock (magma) is stored prior to eruption. Also known as a magma storage zone or magma reservoir.

Obsidian

Obsidian is dense volcanic glass, usually rhyolite in

composition and typically black in colour. Obsidian forms in lava flows where the lava cools so fast that crystals do not have time to grow.

Petrologic

Petrology is the study of rocks, including their occurrence, composition, and origin.

Phreatic eruption

An eruption that primarily involves steam explosions, usually ground water flashed into steam by the heat of subsurface magma.

Pumice

Highly vesicular volcanic ejecta, typically silicic in composition. It is essentially magma that has been frothed up by escaping gases and then cooled and solidified during eruption. Rhyolitic pumice is typically of low enough density that it floats on water. Near a vent, hot pumice can accumulate and form a pumice cone.

Pyroclastic flow

A hot (typically >800°C), chaotic mixture of rock fragments, gas, and ash that travels rapidly (tens of meters per second) away from a volcanic vent or collapsing flow front.

Pyroclastic surge

Ground-hugging clouds of ash, rock, and volcanic gas that move at hurricane velocities and have temperatures of several hundred degrees Celsius.

Seismicity

The phenomenon of earthquakes caused by the brittle fracturing of rocks in the earth's crust. Synonymous with seismic activity.

Seismic swarm

A series of minor earthquakes occurring in the same area and time, none of which may be identified as the main shock or with the same fault.

Silica

Silicon dioxide, the most abundant rock-forming compound on Earth and the predominant molecular constituent of volcanic rocks and magmas. It tends to polymerize into molecular chains, increasing the viscosity of the magma. Basaltic magma, having lower SiO₂, is fairly fluid, but with increasing contents of SiO₂, andesite, dacite, and rhyolite magmas become progressively more viscous. Because it is more difficult for dissolved gas to escape from more viscous magma, higher silica magmas generally erupt more explosively.

Submarine volcano

A volcano located below sea level on the ocean floor, commonly composed of basalt.

Tectonic

Relating to structural deformation of the Earth's crust

Tephra

Any type and size of rock fragment that is forcibly ejected from the volcano and travels an airborne path during an eruption (including ash, bombs, and scoria).

Tsunami

A gravitational sea wave produced by a large-scale, short-duration disturbance of the ocean floor, such as a submarine earthquake, slump, subsidence, or volcanic eruption.

Vent

Any opening at the Earth's surface through which magma erupts or volcanic gases are emitted.

Volcanic Bomb

bombs are lava fragments that were ejected while viscous (partially molten), and blocks are solid rock fragments; both are larger than 64 mm in diameter and are ejected during an explosive eruption.

Source: *United States Geological Survey – USGS*
<https://www.usgs.gov/volcanoes/glossaryTerms/>

Funding Cycle Completed

CARIBBEAN SEA INNOVATION FUND (CARISIF) SUPPORTS MARINE AND COASTAL CONSERVATION AND SUSTAINABLE LIVELIHOODS PORT OF SPAIN, JUNE 10, 2021

The Caribbean Natural Resources Institute’s (CANARI’s) Caribbean Sea Innovation Fund (CarSIF) has successfully completed a funding cycle under the regional project Powering Innovations in Civil Society and Enterprises for Sustainability in the Caribbean (PISCES), which was funded by the European Union (ENV/2016/380-530). Seventeen small and microgrants, totalling US\$92,761, supported projects implemented by civil society organisations (CSOs) and nature-based small and microenterprises (SMEs) in The Bahamas, Dominica, Grenada, Haiti, Jamaica, Saint Lucia, Saint Vincent and the Grenadines and Trinidad and Tobago.

The CarSIF-supported projects increased public awareness of issues and threats in the coastal zone and facilitated coral reef restoration. They also strengthened sustainable coastal livelihoods in bee-keeping, sea moss mariculture and smoked and salted fish production as part of an overall strategy to protect, restore and ensure the sustainable use of marine and coastal ecosystems for socio-economic development and well-being.

The marine protected areas that benefited from these projects included Antigua and Barbuda’s Northeast Marine Management Area (NEMMA); the Three Bays National Marine Park and the Port Salut-Abacou Marine Protected Area in Haiti; Jamaica’s Portland Bight Protected Area and Bluefields Bay Special Fishery Conservation Area; the Pointe Sable Environmental Protection Area in Saint Lucia, and the Tobago Keys Marine Protected Area in Saint Vincent and the Grenadines. A unique dimension of the CarSIF facility is its support for capital improvement by small, nature-based enterprises in addition to introducing and developing enterprise skills.

Editor’s Note: CANARI and CARICAD have had a long and productive partnership over the years.

THE TEAM

The CARICAD Horizon is a regular publication of the Caribbean Centre for Development Administration (CARICAD). The Horizon has superseded the “Chronicle”. The Editor-in-Chief is CARICAD’s Executive Director, Devon Rowe. The Production Team comprises: Franklyn Michael, Rosemund Warrington, Dr. Lois Parkes, Trudy Waterman, Angela Eversley and Petra Emmanuel.

Previous editions can be viewed at:

Special Hurricane Edition June 2021	October 2019
March 2021	Board Meeting 2019 Special Edition
October 2020	April 2019
July-August 2020	December 2018
Special Hurricane Edition June 2020	August 2018
Special COVID-19 Edition May 2020	December 2017
March 2020	July 2017
December 2019	