

NATIONAL CONSULTATION ON CIVIL SOCIETY

FORWARD TOGETHER Consultation/Conference

**Strengthening The Involvement of Civil Society in the
Caribbean Community**

ST. KITTS AND NEVIS

Held at the Ocean Terrace Inn

On

13th September 2001

REPORT

Consultation sponsored by Ministry of International Trade

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Executive Director
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Mrs. Olivia Edgecombe-Howell
Resident Tutor and Head
University of the West Indies (Centre)

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Ms. Wendy Phipps
Executive Director
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Ms. Jacqueline Joseph
Director of Human Development

5. Brief remarks by representative of the Ministry of International Trade and CARICOM Affairs:

Mr. Horatio Versailles
Permanent Secretary
Ministry of International Trade and CARICOM

6. Open floor discussion of matters arising from previous presentations.

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Presentation by Civil Society Representative
On
A Vision of Development
Presentation by Olivia Edgecombe-Ho well
Resident Tutor and Head
University of the West Indies

Just under a year ago, in October last year, all the United Nations (UN) Agencies for Barbados and the Organization of Eastern Caribbean States met here in St. Kitts with leaders of non-governmental organizations and community-based organizations similar to those present here today. The ultimate objective of that meeting was to try to ascertain just how the UN system could effectively promote sustainable human development among and on behalf of our citizenry. The meeting was heralded as a success. Many key issues were tabled and based on the document prepared after consultations were complete (in this and other islands), four (4) primary focus areas were cited as the desirable course of actions to help ensure development of and for our people. The essential call was that we should seek to:

- Define new economic parameters for growth
- Integrate monitoring and social indicators
- Mobilize a wider cross-section of development partners
- Re-energize the human resources of the sub-region and support new and non-traditional areas of production

These are laudable goals for use to pursue and I fully endorse and support them. (The document should be easily available from the office of the UN Resident Coordinator based in Bridgetown, Barbados.)

Indeed, there is NO shortage of studies, consultations, reports etc, relating to the issue of development for our people. Development may be spelled out in human terms, physical terms, social, political, economic, cultural terms and so forth, based on such factors as the purpose of the document; the aims and objectives of sponsoring organizations, or even the particular orientation of the author. Most of these documents contain excellent information, with sound recommendations and even explicit guidelines – almost blueprints – for our advancement invariably, however, DEVELOPMENT is defined in different ways. The indicators of development vary from place to place, from sector to sector, indeed, from person to person. For example, prominently positioned in the United Nations - Human Development Report 1999” is a quotation by Professor Mohammed Yunus, founder of the Grameen Bank in Bangladesh. I quote:

- *When I was arguing that helping a one-meal family to become a two-meal family, enabling a woman without a change of clothing to afford to buy a second piece of clothing, is a development miracle. I was ridiculed. That is no development, I was sternly reminded. Development is growth of the economy, they said: growth will bring everything. We carried out our work as if we were engaged in some very undesirable activities – Professor Yunus credits the said Report with vindicating his so-called ridiculous Developments efforts in that through that very comprehensive, commemorative document he and his team were reassured that they were actually mainstream, not back-street operators. They were engaged in solid development activities.*

In that same report, Paul Streeten defines human development as a process of enlarging people’s choices .. *what they do and can do in their lives*. But he admits that choices, especially in material things, will always vary from time to time. He contends that whereas there are some essential enabling capabilities and explicit policies which are mandatory to guarantee a minimum level of development – adequate employment, adequate nutrition; adequate shelter better medical services; better schooling for children; long healthy life; an acceptable

standard of living – quite often, non material choices take priority over material choices. Benefits such as freedom of movement, freedom to choose jobs, freedom of speech, liberation from violence and oppressive security from persecution, a sense of belonging to a community, adequate leisure time, a sense of purpose in life and work, an so forth, are often more valuable than tangibles such higher incomes or greater material wealth Two divergent views, but each equally valid.

What, then, might we regard as a reasonable vision of development for us as a people? I will not spend time here dealing with the traditional indicators of development. I have no doubt whatever that we are all well aware of what these are. Instead, I will make mention of a recent experience in this Federation in order to lend focus to my own vision of development.

Two short years ago, members of civil society in the Federation came together, and as an indispensable component of the initiative to mainstream Gender Management in our country, established an Advisory Council on Gender Equity and Equality (NACGEE). The remit of this advisory body was to focus on some key areas which, it was felt, had direct bearing on our development, such as, education, health, law, poverty. Etc. The primary role and function of this advisory group was to feed into the umbrella (government) attn of the Gender Management System (GMS) its recommendations for addressing these issues.

Regrettable, my personal position is that not only the NACGEE but the entire GMS is dormant at present because of a lack of entrenched commitment across the board and perhaps even more importantly, our inability to mobilize that deeper level of commitment to a highly worthwhile initiative. I am sharing this to make an essential point: though knowledge and understanding are vital in addressing development issues, other pivotal elements such as dedications and cohesiveness are mandatory in order to accomplish truly significant “development miracles”, – (to borrow Professor Yunus term), regardless of the indicators and parameters used to define that development. It should be instructive to understand what incapacitates us as we strive to promote our growth and development at both the individual and community levels.

I share Steeten’s view that development is a process of enlarging people’s choices; but I go a bit further to assert that this process must include, first and foremost, empowering them with the essential skills to make those choices wisely. People must develop a keen sense of how to strike that fine but critical balance between material and non-material values. In other words, they must “cultivate” their innate wisdom a gift with which all human beings are blessed –or so I choose to believe in spite of much evidence to the contrary

Let me suggest some of the essential elements that distinguish my vision of development: .

1. We must recognize that this wisdom of which I speak is, ultimately, our most valuable resource. It is imperative that we strengthen our awareness of our innate capabilities and, consequently, be able to translate the wisdom into practical, meaningful usage.
2. We must come to understand and use the collective wisdom which exists among all peoples, and is at our disposal, for our mutual advancement
3. We must be willing to put our creative imagination to work, challenging ourselves to explore uncharted entrepreneurial ventures (the creation of professional sports leagues, for example)
4. We must seek our alternative modes of conducting business iii our local establishments; we must exercise vigilance in areas such as taxation in order to ensure its vigorous growth and sustainability
5. We must learn to openly share our knowledge and wisdom, as well as our innate and cultivated skills with our fellowmen, without prejudice.
6. We must show greater respect for our natural resources – our lands, our seas, springs,

- etc., maximizing their usage. We might find marble in our very back yards or that we are blessed with rich mineral deposits in our island paradise.
7. We must adopt new modalities of government. The voice of the polity must be heard long after elections are finished and that, with good effect. Effective lobbying for what we want and need ought to be the norm.
 8. Devise/implement new and different political modalities to strengthen our government structures. Communitarianism is one of the new fangled “ism” that I have come to regard highly. This is a vital step to facilitate the creation of a truly participatory democracy.
 9. We must build up national pride and instill an unshakable love for our Country, with its traditions and distinct cultural texture, in all our citizens.
 10. We must develop the social, cultural, spiritual and financial capabilities of all of our human resources— not just those we deem to be the brightest, the fittest or the best.
 11. We must foster the growth of financial institutions. I understand that the OECS securities exchange is virtually *au fait accompli*, and this, of course, should be welcome news for all of us. At the same tune, however, explicit actions must be taken by these institutions to ensure that citizens are well briefed concerning the financial markets; such important matters must be demystified for the average citizen.
 12. We must strengthen and promote the growth of our media of mass communication, to facilitate the accurate two-way communication between ordinary citizens and their leaders –be them political, economic, social, etc.
 13. We must, as a sine qua non of education, school our youngsters in the rudiments of economics to equip them to grasp a hold of the most fundamental elements of development from the very earliest stages in life.

This list is by no means exhaustive, however I believe that such strategies will help to give substance and texture to the four UN focus areas cited above. Jude Wanniski writes in his book entitled “The Way the World Works” (1998 4th ed) that “there is a need for drastic revolution in our patterns of thinking . . . if we are to make the kind of progress that will help us stand our ground in the global market place”. As far as I am concerned until and unless we are able as a people to effect this revolution, development will continue to dupe us. For me development,, in its broadest sense, is the ability of a people to make such progress as will keep them firmly grounded while they move forward. I share Wanniski’s view on the need for revolution in our pattern of thinking in order to bring us through the challenges that confront us and so that we may be able to move forward together and make the kind of progress that is most desirable to enable us to meet the pressing requirements of the 21st century.

A PRIVATE SECTOR VISION OF THE DEVELOPMENT OF THE CARICOM SINGLE MARKET AND ECONOMY (CSME)

*Presented by Wendy Phipps,
Executive Director,
St Kitts-Nevis Chamber of Industry and Commerce*

Hon Rupert Herbert, Minister of Community & Gender Affairs; CARICOM Director of Human Development, Ms Jackie Joseph; Permanent Secretaries in the Ministries of International Trade & Gender Affairs, Mr Horatio Versailles and Ms Rozalyn Hazelle, respectively; other Government officials; Executive Director of the Hotel and Tourism Association, Mr. Val Henry-, representatives from special interest groups, Good Morning.

The St. Kitts-Nevis Chamber of Industry and Commerce welcomes Government initiative to host a national consultation with civil society on the critical issue of the CARJCOM Single Market and Economy (CSME). We also appreciate the opportunity to briefly share our perspective on the path towards the development of the CSME. However, before I proceed I would like to apologize for the absence of our Chamber President, Mr. Michael Morton, who had a prior engagement.

The CSME has been long in coming. I think most of us can remember having first heard of the concept more than 20 years ago. Given the rapid pace of globalization, the establishment of the World Trade Organisation (WTO), the North American Free Trade Agreement (NAFTA), and the Free Trade Area of the Americas (FTAA) especially, it stands to reason that the time for dragging our feet is over. If larger countries can see the merits of merging their individual economies into a geographically competitive trading block then why shouldn't we as small, vulnerable, member states take a page out of their book?

Among the key provisions of the CSME is the free movement of goods, services, labour and capital. Our Chamber welcomes this concept. Yet, like everyone else who has spent time pondering this move, we do have concerns about its implementation. Foremost in our minds as a private sector organization is the impact of free movement of labour on our infrastructure: what will be the effects on our education, health, and other social services, for example? These are crucial issues that must be addressed as a matter of urgency.

The St. Kitts-Nevis Chamber of Industry and Commerce is also preoccupied by the CARICOM provision for the free movement of capital and the right to establish business in any CARICOM member state. However, the key concern is this~ Can the St. Kitts and Nevis investor be guaranteed of a level playing field when deciding to set up shop in another CARICOM territory? We would hope that the CSME would have some solid, transparent system for ensuring that domestic and regional investors are treated equally regardless of nationality. We would also expect that there will be some solid institutional framework in place to address and resolve trade disputes in a fair and timely manner.

In the establishment of the CSME the Chamber maintains that a partnership approach is imperative. The CSME cannot be realized unless there is the full commitment from and collaboration by Government, the private sector, and all other members of civil society. The Chamber has taken major initiatives in this regard, in an effort to sensitize our 140 constituents to the realities of CSME. Here are

some examples:

May 1999 - CARICOM Secretary General Edwin Carrington was invited to address the Chamber's membership on the nine protocols amending the CARICOM Treaty.

July 1999 - The Chamber got two CARICOM Technicians, Mr. Ivor Carryl and Mr. Norris Breedy, to conduct a one-day seminar on the CARICOM Protocols addressing the Rules of Competition and the Rights of Establishment. And just last month, on August 1, 2001 - A six-member CARICOM delegation was invited by the Chamber to update its membership on the progress being made towards the establishment of the CSME. This team was led by Deputy Secretary General, Mr Byron Blake.

While we realise that initiatives such as these may not be within the financial or human resource reach of all sectors of civil society, we believe that the onus is on the leadership of each interest group to ensure that its members are well informed on a matter that is intended to change forever - the traditional way in which we have perceived and conducted business, employment practices, and investment.

Coupled with our need to shift gears into a CSME mode is our urgent requirement to respond to the new world economic order being established by WTO and FTAA. for example. What this means is that integration of our local markets must coincide with our cultivation of a global mindset in which to conduct business, being fully aware that staying in the game means achieving and sustaining international standards for products and services generated from within our CARICOM borders. The Chamber fully supports the move to establish a single CARICOM market, as our chances of a regional trading block are greater than if we continue on a myopic, insular, and vulnerable path to economic development. If globalization only teaches us one lesson, it should be that our CARICOM neighbours are not the enemy. We are all struggling for continued economic viability.

Tripartism must play a key role in the development of the CSME. In St. Kitts and Nevis we know that the Eastern Caribbean Central Bank has tried for more than three years to institutionalize a social partnership approach to development between Government, employers and workers, focusing on prices, employment, productivity and wages. The evidence proves that this model has been successful in other CARICOM member states, especially in Barbados. As the organization most representative of employers in St Kitts and Nevis the Chamber stands ready to follow through on this vital initiative to which we were already committed since three years ago.

On a final note, it is the view of the Chamber that the CARICOM Secretariat and its representatives in the various member states must make greater strides to sensitize the rank and file of our population on the goals and implications of the CSME. We are not convinced, as a business organization that enough of this public education is taking place. As such, we trust that today's deliberations may be a catalyst in charting the way forward in reaching all sectors of our communities on these critical issues that are destined to impact our social and economic development as a Caribbean people.

Presentation by Mr. Horatio Versailles, Permanent Secretary, Ministry of International Trade and CARICOM

Mr. Chairman, other members of the head table, ladies and gentlemen, I bid you pleasant welcome to this all-important forum: Civil Society National Consultation for St. Kitts and Nevis. This forum takes place at a time when member states of the Caribbean community are in a process of negotiating the removal of restrictions as required under Protocol 11 of the revised Treaty of Chaguaramas, which will make provisions for, *inter alia*, the rights of establishment, provision of services and the movement of capital throughout the region in one seamless economic space. The thought of CARICOM Nationals moving freely from one jurisdiction to another to establish business is a progressive one, which should be encouraged. St. Kitts and Nevis, however, is the smallest country in the community and would have some concerns on the pace at which restrictions like work permits and land holding regulations are removed. We are however committed to the process but must assure that appropriate arrangements are put in place to mitigate the negative effects and facilitate our effective participation.

The objective of this forum is consistent with the movement taken by CARICOM at the highest level, to create a regional movement in a truly participatory environment, conducive to genuine consultation in the process of governance. It is also consistent with Government's actions to involve all stakeholders in the development of a National Census of which this forum of civil Society is an expression.

Although (we/you) are not expected to completely exhaust all of the socio-economic issues involved in the CARICOM Single Market and Economy, it is my hope that we would be able to ventilate all the issues with a view to arriving at a national position which will be presented at the upcoming conference of CARICOM Heads, when they meet later next year. It is therefore within our best interest to clearly articulate our concerns and expectations of the CSM&E.

Government recognizes that it is largely responsible for the dissemination of information regarding the proposed Single Market and Economy. Already, the Ministry of International Trade & CARICOM Affairs has been involved in the process of publicizing information about the CSME via television programmes, the local print media, and consultation with various stakeholders. It was only a few weeks ago that we held a National Consultation specifically regarding the movement of services within the region. This came as a precursor to a meeting held in Antigua and Barbuda, where each member state was required to notify commitments to the removal of restrictions in their services regime. The Government of St. Kitts and Nevis, through the Ministry of International Trade and CARICOM Affairs, pledges to continue and intensify the discussion to sensitise nationals to the implications of a CARICOM Single Market and Economy, by holding more consultations with civil society, addresses to the schools, and by fully utilizing the media.

These plans constitute part of our overall objective of building an awareness of the general public to the benefits of deepening the process of regional integration, in light of the harsh realities of Globalization. We recognize fully that Government has a critical role to play in facilitating the process of economic diversification, but demands of the modern environment require that not only must the public and private sector be engaged but a wider group of actors involving civil society must be incorporated in the process of National Development. In the Caribbean Community context the concept of Nation will embrace and include our community brethren. This will have benefits and costs on how we operate and signal changes to our national landscape.

We are mindful of the challenges we must face in the implementation of this process and suitable safeguard provisions were included in the agreement, to take into consideration the special circumstances of the LDC's

.It is my sincere hope that we will be able to daily clarify many of the issues today, be in the open floor discussions, or the working group sessions later this afternoon, with a view to arriving at a position which represents our national interests and at the same time embrace the overall aim of deepening the process of Regional Integration.

I now take the opportunity to declare this National Consultation on Civil Society officially open.

RECORD OF DISCUSSION HELD AFTER OPENING RESENTATION

The concern was expressed about the ability of the smaller island states within CARICOM to compete fairly with the larger states and the question was asked if special consideration was being given to them in the implementation of the CSME. There was the impression there would be winners and losers in the move for Globalization and it appeared that human dimension and the realities of very limited land size, population and high labour costs within small states such as SKN would prevent them from being competitive an taking part. It was explained by the representatives of the Ministry of International Trade that Protocol 2 Article 38C addressed the special circumstance of the Lesser Developed Countries (LDC's being the OECS and Belize) within CARICOM while at the Free Trade America Association (FTAA) the principle of small size was now being accepted and the notion of *special and differential treatment* for Small Island States (SIS) was being recognized after much persuasion by representatives of SIS.

The concern was expressed about arbitration in trade and industrial matters and the implementation and monitoring of the CSME. It was recognized that the Council of Trade and Economic Development took too long to deal with such matters and participants were informed that one of the functions of the proposed Caribbean Court of Justice would be to arbitrate in trade disputes arising out of the operation of the single market and economy. It was suggested that the conciliators and arbitrators might not only be lawyers but also prominent independent professionals from sectors.

The outreach to Civil Society should not be last minute as is often the case but a part of the New Vision and Thinking for effective governance. Broader standards needed to be adopted and Human Rights needed to be enshrined in any thought and action. It was the opinion of some that the local courts had failed to reflect the changing standards and that too often decisions were made in favour of the State over the individual. The feeling was expressed that the Privy Council, as had been witnessed by decisions handed down recently (the case of the Antigua Radio Station quoted) held a broader view of justice than regional courts. This argument was countered by the view that the Privy Council made judgments that not always conforming to acceptable regional societal values. It was also pointed out that the British Government no longer appeared to want to adjudicate in matters that it was not in agreement with, the matters of capital punishment and homosexuality being quoted as examples.

The role of the regional media and the governments and other institutions having a problem in being scrutinized and made accountable to the people was brought up. It was articulated that the media had great difficulty in obtaining information from high-level sources with the result that too often the general public remained uninformed about matters that affected their lives and future. The way forward and the New Thinking must include access to information by the media and the abandonment of the apparent 'Policy of Exclusion'. It was thought that an acceptable code of Ethics could only be enforced with a strong media and input by Civil Society.

In relation to the "Quasi Cabinet" set up by CARICOM Heads of Government the fear was expressed that

each Prime Minister would capitalize on the opportunity and make decisions that would benefit his/her country. The question was also asked as to the 'authority' Prime Ministers would have within this body and if they could only speak to concerns for which they were given responsibility. It was pointed out by the representative from CARICOM that the individual Prime Ministers would be responsible to the Heads of Government Conference in relation to their activities.

The concern of evident and continuing discrimination of *minority* groups such as Rastas was expressed in the light of provision for the implementation of the CMSE, especially in relation to the question of free movement within the region. In response the point was made that any minority group, as long as they were made up of citizens, ought to be treated as such as long as the laws of the country were not disrespected or broken. Again the question of the courts tendency in the region to rule in favour of the state over the individual was pointed out as a matter for concern.

The fear of the implications of the Free Movement of people within the Caribbean was of great concern to many. While it was pointed out that National Governments were responsible for the provision of services in each nation state, it was felt that in particular the education and health systems would be placed under great pressure to serve citizens. There also existed different levels of infrastructure and services in individual countries that would serve to attract and detract persons eligible to move. It was at this point that the meaning of 'Free Movement of People' was clarified and the two phases in the implementation of this decision was explained. It became clear that the so-called Freedom of Movement was in fact not as Free as previously understood and that it seems to apply primarily to professionals and skilled personnel. It was however, felt that although the decision could provide opportunities for educated and skilled persons from the smaller states, there was a real danger of professionals from the larger states swamping and pushing out local labour. The participants were told that the second stage of the implementation of the Free Movement of the People was still in the process of being worked out. The issues of standards and security were issues high on the agenda. Job security for persons moving from one Country to another was also expressed, especially if 'nationals' with similar skills returned to take up residence and employment.

The decision to issue OECS passports in 2002 was brought up and the question was that would this conflict with arrangements for issuing CARICOM passports when the Free Movement of People came about in 2005. It was revealed that the OECS initiative at issuing passports had stalled for the moment in order to effectively consider and deal with this matter.

A very real concern was expressed and endorsed by many that the CSME looked at Development in purely economic terms with the social implications of the decision were not taken into serious consideration. The movement of person could seriously impact family and community stability, displace persons in sectors of the economy (eg. sugar worker) who might not be able to adapt to the new environment because of age and other reasons, the treatments of women and children, etc. The prejudice among local communities with the influx of other Caribbean nationals was already a problem and these matters have to be addressed with urgency. The education system needs to change to address the social issues that will arise as a result of the introduction of the CSME. Opportunities for parental delinquency could be exacerbated, and the movement of criminals a real threat to stability. It was proposed that a data base of persons and families moving needed to be established from the outset to attempt to deal with the potential problems associated with free movement.

The subject of education and training seen as fundamental to competitiveness and human resource development in the region and the question as asked about what strategies were in place to deal with this matter. It was recommended that a whole new approach to education had to be undertaken.

The matter of the present multi-currency situation arose and the difficulty in doing business between CARICOM member states because of this. This was recognised as a hurdle that was being addressed by Central Bank officials. It appears that 'convertability' of currency and not 'conversion to a single currency' at

the present time was being- discussed. Productivity and Competitiveness in the face of Globalization was seen as real challenge and a problem for small island states which was leading to a sense of frustration.

CLOSING COMMENTS OF PRESENTERS:

Mrs. Edgecombe-Howell felt that the process of change had begun the Region and that a clear plan of action needed to be adhered to.

Ms. Phipps endorsed the need for social development to work in tandem with economic development and the partnership approach in dealing with the developmental issues. She emphasized the view of the Chamber to use the tripartite approach to industrial matters and need to retrain workers especially from the dying sugar industry.

Mr. Versailles agreed that development began with the individual from which all else would follow. He stressed the fact that the CSME would change the landscape completely, with national boundaries being replace by regional boundaries, with national and other prejudice having to undergo radical change. He recognized the enormous importance of the regional courts and justice systems in this change. He expressed the opinion that already national governments were under greater scrutiny and becoming more accountable to the electorate, with regional considerations and public opinion exerted more influence as evidences in the scheduling of national elections, and on Human Rights issues.

GROUP REPORTS

Group A: Human Resource Development

Group Members: *Patricia Davis*
Annette Thomas
E. Mac Lachlan
Clifford Thomas
Sybil Allen Jones
Yulanda Vanterpool
Charmaine Howell (presenter)

Issues addressed under the area of Human Resource Development dealt mainly with the strengths and shortcomings of the Education and Training systems in place.

Challenges Identified:

1. Rapid advances in science and technology, which we in the Caribbean are unequipped to keep pace with. For example, new models and designs of computers, car engines etc. are constantly being produced, and this creates an ongoing stream of new information which regional territories do not have the resources to keep up with.
2. There is not a significant link between the school and the home. It is sometimes necessary for the parents' role to be undertaken by the teachers, and often, conflicting values and morals can come about, which cause confusion for the child.
3. There is a need for an ongoing re-assessment and evaluation of teachers, and the teaching methods used, to ensure that students (and Teachers) are challenged and encouraged to explore the areas that they are being exposed to. New teaching methods altogether need to be introduced (e.g. Constructivism) in an effort to promote creative thinking and develop analytical skills, as well as to adapt to the varying learning styles of students.
4. There tends to be an over-emphasis placed on academic advancement, and technical and vocational training is often marginalized, despite its importance in the every day world. Students who do not have academic inclination are not steered in a direction that can be beneficial to both them, and to the wider society
5. Universities and Colleges should strive to incorporate 'real-world' situations and circumstances into their curriculum, in an effort to provide working and useable knowledge to students. More field work, attachments and immersion programs should be introduced.

Recommendations

1. Frequent curriculum review and reform
2. Training that focuses on developing entrepreneurial skills beyond the subsistence level, that are marketable throughout the region., and in keeping with the standards set by the industry. In addition, the promotion of marketing and support systems for these industries should be encouraged.

3. It was noted that there is a significant number of elderly persons involved in agriculture, other industries that are being replaced or eliminated. Often these persons have had no formal training, but have acquired skills through experience. Such persons can often be considered valuable resource persons due to their vast knowledge, and can provide insight and know-how particularly in industries that are in need of revival. Assessment of these acquired skills should be routine, in an effort to continuing the knowledge base, on a large-scale level.

4. Private sector organizations and NGOs are encouraged to play an active role in training, by providing placements for job attachment and/or apprenticeship programs. In addition, the Private Sector is encouraged to assist in the training of disabled persons, who often can make worthwhile contributions to society.

5. Nationals who leave the country in pursuit of training often postpone their return, creating what is referred to as a 'brain-drain'. Studies pursued are sometimes not marketable in Caribbean societies, or alternatively, there is a saturation of studied areas on return. There are also financial and social considerations for those nationals abroad, who have the opportunity to earn more in foreign country, and who have settled into that society. Incentive programs for those wishing to leave could be put in place, for example, job-security. There is no discounting the benefits of gaining an education, particularly when the resources do not exist within the country, however, the migration of persons depletes the national resources, hindering forward progression.

GROUP B: JUSTICE AND GOVERNANCE

Group Members:

Dr. Telbert Glasgow

Vol Henry

Samuel Berridge

Ray John (Rnporteur)

Ras Iya

Dr. Mac Lachan

Althea Jones

Question 1.

Consideration should be given to the creation of a Watchdog Organization — not in the sense of a “Commission of Inquiry” but some probe mechanism social partner to monitor and or redirect the focus in the interest of the ‘whole. This should be made up as appropriate and should be impartial and transparent in the sense that it does not become involved in persona vs the office.

Closer examination of the Political System or Regime that exists and that that systems hold fast to the principles of equity and fairness regardless of political persuasion.

Consequently the objective here should be to examine ones Loyalty to Service, rather than r~ Political Party — (e.g. as has been the perception of the office of some Permanent Secretaries.

Question 2

Educating the public as to the clear focus of ethical issues (job description)- this is an integral part of the education where functions are clearly articulated and the incumbent knows up front that he/she have to face for deviation from the prescribed decorum. Clear annunciation of what is possible and desirable (constitute) so that the average citizenry, can determine unacceptable behavior, develop strong work ethic at this level of governance.

Question 3

Sharing information as to how the issue impacts each sector/unit of civil society. The emphasis should be to encourage dialogue and that sector/unit have adequate time to fully involve their respective groups rather than these quick fix seminars which invariably does not represent the sector/unit. (Feedback from NGO's and stakeholders of social development). Knowledge of the CARICOM position and what it entails needs to communicate up front rather than perception or resistance by virtue of having discussions imposed on a group/country Education should be geared to encourage NGO's and Small Business to expand and appreciate economies of scale while at the same time striving for solidarity. This may entail the formation of national umbrella organizations as appropriate.

Question 4

Tolerance and appreciation of the dynamics of the change process as it relates to Caribbean economies and Societies, it is therefore necessary to encourage inclusion at the Community/ Village Council levels to be a part of the decision making process and to welcome open consultation.

Question 5

There is need for more arbitration, less confrontational situations~, the encouragement or creation of an environment for more mediation on minor issues. The new court initiative to have minor civil matters addressed is an initiative that could be reduced to the community level. Hence civil society's contribution at the grass roots level to improve the system of justice.

GROUP C: COMPETITIVENESS AND THE CSME

Members of Group:

Dr. Keith Archibald (Chairman)
Mr. Hans Mallalieu, (Rapporteur)
Mrs Jacqueline Armony
Ms. Celia Christopher
Mrs. Olivia Edgcombe-Howell
Mr Nijae Farrell
Mr. Cecil Jacobs

1. Key elements of Competitiveness Strategy:

No representation for micro-business; no access to capital; limited growth opportunities, infrastructural problems; no incentives/protection for micro business.

- Need for support network/linkages for micro-enterprise
- Need for monitoring and access to information

Strategy for competitiveness:

- Development of means to achieve visibility/sustainability
- Training
- Development of linkages
- Monitoring
- Achievement of conformity to standards (role to be played by Bureau of Standards)
- Needs assessment
- Need for Chamber Body to embrace different level of enterprise, to extend services.
- Need to create business incubation centres, development of supportive infrastructure
- Need to promote creativity
- Need to fully investigate and exploit national resource base. Eg. (physical and cultural resources)
- Need to develop a spirit of entrepreneurship
- Need for strong regional representative body/association.

2. Restructuring & Development of Financial Markets:

- Difficulty in accessing funds for development - Limitation in preparing application. knowledge of available sources of grant money, fact that many grant agencies operate on reimbursable basis
- Need to foster development of co-operatives
- Caribbean Export grant funding — shift from export development to enterprise development.

3. Innovative Measures:

- Joint ventures
- Development of OECS securities exchange
- Fiscal incentives — elimination of import duties on inputs of production
 - taxation only on profits,
 - provision of Incubation Centre for small enterprise

4. Steps to be taken by Government, private sector and labour to widen productive base

6. Must bring in appropriate skills only.

Job security for all must be assured, those in country and those *who* come in from region.

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