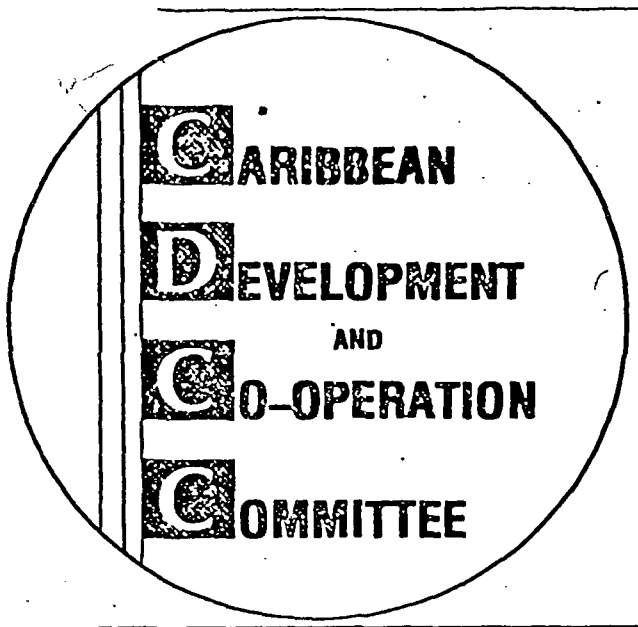

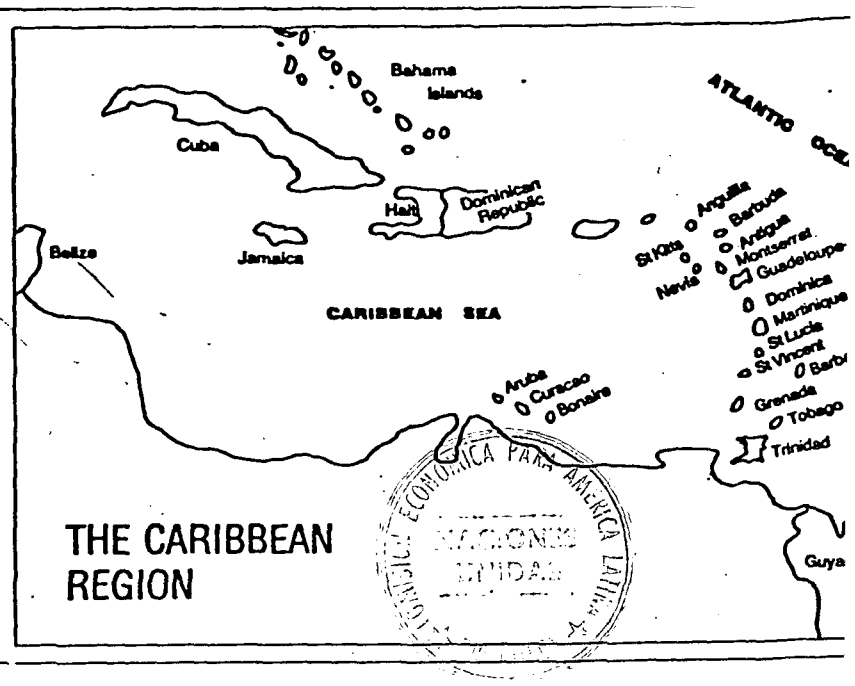

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CARIBBEAN DEVELOPMENT AND CO-OPERATION COMMITTEE

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Kingston, Jamaica
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THE ROLE AND FUNCTIONING OF THE CARIBBEAN DEVELOPMENT AND CO-OPERATION COMMITTEE

UNITED NATIONS

ECONOMIC COMMISSION FOR LATIN AMERICA Office for the Caribbean

FOREWORD

In this paper the review of the CDCC is set in purely qualitative terms. The specific activities that have been pursued, the achievements over the years, and the recounting of activities that could not be adequately pursued are detailed in the annual reports on the implementation of the Work Programme submitted at each session.

The other sections of the paper are evaluative, and the assessments and projections are made within the concepts of the CDCC. What it strives to bring out most are the elements of the strategy that seem to offer the best possibilities for realising the objectives the governments seek to achieve through the CDCC.

The strategy outline was presented at the Fourth Session of CDCC. This paper is a development on the strategy, not a restatement of it.

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CDCC: 1975-1980

Establishment, purpose and orientation

The Caribbean Development and Co-operation Committee (CDCC) was established as a permanent subsidiary body of the United Nations Economic Commission for Latin America (ECLA) in 1975 in conformity with ECLA Resolution 358(XVI). In its operative part the ECLA Resolution invited the governments of the countries of the Caribbean to establish a Committee "composed of ministers of economic affairs or persons appointed by them, to act as a co-ordinating body for activities relating to development and co-operation and as a consultative organ of the Executive Secretary".

At the First Session of the CDCC, Havana, 31 October to 4 November 1975, the participating governments defined and described the purposes and orientation for the CDCC in its Constituent Declaration, and approved the Work Programme which specified the range of activity areas in which the governments considered co-operation mechanisms could be instituted, giving due respect to their national sovereignties.[1] Three main spheres of action were stressed:

- assistance in the promotion of social and economic development;
- stimulation of better co-ordination within the Caribbean
- the promotion of co-operation between member countries of the Committee and other members of ECLA as well as with the integration groupings of Latin America.

1/ E/CEPAL/CDCC/8/Rev.1; E/CEPAL/1010 - Report of the Caribbean Development and Co-operation Committee.

Having regard to the diversity of circumstances in the Caribbean and the highly dynamic situation, the Committee emphasized the need for a pragmatic approach towards sub-regional co-operation aimed at solving key problems in the social and economic sectors, and placed priority on the broad fields of technical and economic co-operation.

The primary orientation was for improvement in the effectiveness of utilization of resources available to the Caribbean countries, and the CDCC was seen as the mechanism for implementing collective approaches on the side of the governments and also on the side of the United Nations System.

This broad orientation was further refined in the Declaration of Santo Domingo adopted at the Second Session of the CDCC in April 1977.[2/] That session reviewed the results of the Inter-Agency Meeting, New York, June 1976 and the outcome from subsequent consultations between the Secretariat and the United Nations Agencies. The results of those consultations which constituted the recommendations in the documentation before that session, reflected:

(a) joint actions between the CDCC Secretariat and Agencies for which specific resources had been identified and for which a timetable for implementation had been spelt out;

(b) specific action which had been detailed but for which resources had not been identified nor the timetable worked out;

(c) proposals which had not yet been detailed.

In keeping with the directives of the first session the programmes and proposals were directed to regional intiative compatible with current integration activities, and with the potential to yield collective benefits; the utilization of resources on a regional basis to enable all CDCC countries to participate and to benefit;

2/ E/CEPAL/CDCC/21/Rev.1; E/CEPAL/1039 - Report of the Second Session of the Caribbean Development and Co-operation Committee

and as far as feasible the utilization of indigenous expertise in the region including methodology and technology.

The Committee concluded that the activities that had been initiated by the Secretariat were in accordance with the mandates given at the First Session; and stressed that efforts should be directed towards greater horizontal co-operation, expansion of on-going projects to include countries not previously covered, and the use of expertise and experience from member countries in regional projects. In addition the Committee emphasized the identity of the region deriving from its unique and common problems, expressed concern at the overlapping in the geographical coverage of the United Nations sub-regional systems, and suggested the possibility of a uniform criterion for the division of the region by the various United Nations Agencies, should be considered at least as a long-term objective.

The Committee also reiterated the need for flexibility in the channelling of resources and efforts to avoid duplication, particularly institutional duplication. In adopting the schedule of activities that should be pursued during the interval up to the Third Session, the Committee identified the need for restructuring the character of technical assistance, and emphasized that full utilization should be made of the experience already accumulated by integration movements in the sub-region.

Selection of Priorities

At the Third Session, Belize, 12-18 April 1978,[3/] the Committee addressed its attention to the overall question of priorities, and agreed:

(a) to urge the CDCC Secretariat, as well as the Secretariat of all organizations of the United Nations System and other international organizations associated with the CDCC, to

3/ E/CEPAL/CDCC/44/Rev.3 - Report of the Third Session of the Caribbean Development and Co-operation Committee

provide their fullest support to ensure the most rapid and effective implementation of the Work Programme of CDCC, taking fully into account the wishes and requirements of member governments as expressed at that Session;

(b) that member governments of CDCC wish the highest priority to be accorded, in particular to the following activities:

- Expansion of the work of the Caribbean Documentation Centre (in particular the establishment of the Caribbean Information System); and the related statistical services;
- Elimination of Language Barriers;
- Science and Technology;
- Maritime Transport;
- Participation of Caribbean Women in Development;
- International Trade;
- Caribbean Multinational Enterprise for the Production and Distribution of Printed and Audio-visual Materials;
- Caribbean Network of Educational Innovations for Development.

However, the Committee further stipulated, it should be "understood that the above selection should be without prejudice to the actions mandated in the various sectors of the Work Programme which should continue to be actively pursued with the collaboration of the United Nations Agencies and Organizations concerned".

In summary, each succeeding session of the Committee has marked a further step in the evolution of closer relationships among the member countries. At the Havana Session the broad framework for co-operation was outlined and general orientation indicated, which guided the work of the Secretariat up to the Second Session. At the Santo Domingo Session endorsement was given to the activities initiated by the Secretariat, and directives given as to the tasks that should be pursued up to the Third Session. Most of those tasks were preparatory to the further actions that the governments wished to take. At the

Third Session the Committee had before it the results of the preparatory work undertaken by the various United Nations bodies in collaboration with the CDCC Secretariat and the specific recommendations that had emerged.

Assessment and Proposals

At the Fourth Session of the Committee, Paramaribo, 21-27 March 1978,[4/] the Secretariat submitted a critical assessment of some aspects of realising the CDCC programme which reflected its concern at the slow pace of implementation, identified some of the causes, and proposed steps for correcting the situation.[5/] That assessment was made against the background of the main parameters of the CDCC, and in addition to reviewing the co-ordination of CDCC activities with other regional programmes, presented a model for the practical mechanisms for effecting horizontal co-operation and also detailed a strategy for implementing the CDCC programme. In addition a detailed report was made on actions taken on the directives that were given by the Ministers for the integration of CDCC activities with on-going activities in other fora.

The main business before the Session was to determine whether the model for co-operation and the strategy for implementation were acceptable to the Governments, so as to provide to the United Nations System the necessary guidance on institutional aspects that the Agencies were seeking. In outlining the model for active co-operation, the Secretariat took great care to ensure that it accorded with the terms of the Constituent Declaration and especially with the provision that all co-operation mechanisms must accord with the principles of sovereignty, self-determination, national independence, mutual benefit, solidarity and non-discrimination on account of differing

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4/ E/CEPAL/CDCC/54/Rev.1 - Report of the Fourth Session of the Caribbean Development and Co-operation Committee.

5/ E/CEPAL/CDCC/51 - Assessment of Some Aspects of Realizing the CDCC Programme

social, political and economic systems", ... criteria which are of paramount importance in the circumstances of the Caribbean.[6/] Specific decisions were also sought on the proposals for the agricultural sector activities within the Caribbean Information System and for the establishment of the Caribbean Council for Science and Technology, on both of which the technical preparatory work had concluded and the next steps depended on action by the governments.

The Committee accepted in principle both the model and the strategy that were proposed, but decided that the individual governments should examine the implications in depth before the Fifth Session. There was agreement that the subjects covered were crucial and timely in view of the development strategy for the 1980's. The strategy, the Committee felt, made it necessary to re-evaluate the direction and the contribution to be made by the CDCC. The Committee was also of the view that while priority areas were defined in Belize, there still was a need to identify and re-evaluate priorities. Also, that while the CDCC had great potential for promoting economic development, it must clearly demonstrate the political will to make use of this potential.

MECHANISMS FOR CO-OPERATION

The CDCC itself

The governments gave acknowledgement to the impact of fragmentation on the Caribbean by the very organization it projected for the CDCC. Although it was established within the United Nations framework, it differs from the traditional international bodies, where representatives of member states meet to issue mandates that a Secretariat is expected to implement. Instead it is implicit in the Functions

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6/ Para. 21 of the operative part of the Constituent Declaration of the CDCC.

and Rules of Procedure of the CDCC and in the Constituent Declaration that implementation of the Work Programme is based primarily on Caribbean Co-operation; that is, on actions by the governments themselves.

For this purpose, the governments of the Caribbean adapted a formula that was already tested in the Caribbean, that is to say the CARICOM formula, so that the character of the CDCC is closer to that of the Caribbean Community than to the usual United Nations patterns. Both institutions have been conceived as permanent operational bodies, in the CDCC comprising ex officio members and in CARICOM Standing Committees of Ministers. But this operational characteristic of the CDCC is yet to be fully exploited; and it would seem that one obstacle to the efficacity of the Committee itself has been the traditional concept of internatinnal bodies which does no justice to the innovative approach which is characteristic of the CDCC.

The Role for CDCC Members

The Functions and Rules of Procedure approved by the Governments for the CDCC provided that the Committee be made up of a Minister designated by each of the member countries as ex officio member. The experience of the five years (just elapsed), bear out the wisdom of that decision, and indicate various levels of actions where the functioning of ex officio members would serve to expedite implementation of the CDCC programme.

i. vis-à-vis the national government there are two aspects:

(a) to keep in the focus of the government administrative structure actions that are required to give effect to the sub-regional programme;

(b) to co-ordinate with ministerial colleagues on CDCC affairs so that they can be informed of actions at sub-regional level which relate to their own activities, or from which profit can be taken for the implementation of their national sector programmes.

For instance within the Caribbean Information System there is being developed a sub-regional network of information for agriculture, and the Ministries of Agriculture need to be kept informed of the venture. In most CDCC projects the scope of the programme is usually broader than an individual Minister's portfolio.

ii. vis-à-vis other CDCC member governments, particularly for facilitating the process of horizontal co-operation. TCDC exercises require close attention especially as any single activity would not necessarily cover all the CDCC participating countries;

It is worth noting that with Governments taking advantage of the CDCC potentiality the frequency of contacts between ex-officio members would increase, bringing a more intimate relationship to the process of co-operation, and increasing its effectiveness.

iii. vis-à-vis the United Nations System, it is of crucial importance that the Caribbean governments should as far as they are able, have a concerted action in these fora, not only for guidance of the Agencies but also to enhance the flow of resources which would be directed towards strengthening co-operation in the sub-region. Each UN Agency, has so to speak, a different constituency within each government, the approach being from a national-sectoral point of view;

iv. vis-à-vis other groupings in which Caribbean countries participate with other countries whose problems are essentially the same, (except that at the intra-regional level the Secretariats of ECCM/WISA, CARICOM and CDCC entertain very close contacts due to the concentricity of their geographical areas). But even here having different sets of officials and different sets of ministers the risks of inconsistency would be reduced, if the ex-officio member of the

CDCC advises his colleagues and their officials of the specific issues that were considered within the CDCC frame:

v. vis-à-vis Latin American inter-governmental institutions, such as SELA and GEPLACEA where the coverage in terms of participation is far more complex, and the negotiations more wide-ranging, there is need not only to maintain consistency, but also to ensure compatibility in the policies being pursued;

vi. vis-à-vis Third World inter-governmental institutions such as the ACP group, the non-aligned group, there has to be maintained compatibility between CDCC ojbectives and those wider objectives if there is not to be conflict with sub-regional co-operation objectives.

The matter of designation of Ministers to serve as ex-officio members of CDCC was considered at the Third Session, and the conclusion was that "... in order to ensure the effective functioning of the Committee and continuity in its actions through the presence of focal points at the Ministerial level in each country to deal with CDCC matters, the committee urged member states which had not yet done so to implement as soon as possible Article 2 of the Functions and Rules of Procedure. The Secretariat shall be advised of these designations and will in turn inform the Chairman of the Committee and other member governments".

Subsidiary mechanisms

Generally the programme for a UN body concentrates on one broad substantive area or on a set of interrelated areas. In contrast, the work programme of the CDCC which acquires its unity from history and geography, is multi-faceted rather than possessing sectoral homogeneity. Most of the aspects covered are beyond the subject mandate of any single United Nations Agency or Commission. Accordingly, it was from the outset envisaged that the range of matters and the complexities they may offer, made it desirable that there

should be the possibilities for establishing subsidi y bodies under the CDCC. This explains why the CDCC has sought since its second session to institutionalise some areas which derive logically from the actions of the Committee, such as Science and Technology or the Caribbean Information System.

Without such subsidiary mechanisms the CDCC will not be able to function efficiently. There is already a need for the policy makers in transport to participate actively but this may be more of an ad-hoc nature rather than permanent. There are some areas where the feasible actions require institutions of inter-governmental nature, with legal identity and sufficient autonomy to mobilise resources to ensure ongoing sectoral joint actions, it is already evident that this is not the only kind of nechanism favoured by the CDCC. Using the same two examples cited above, while co-operation in science and technology is to be effected through the Caribbean Council for Science and Technology with Statutes that in effect constitute a legal agreement between the governments, the Caribbean Information System will be co-ordinated through the Caribbean Documentation Centre that is located in the CDCC Secretariat, with the administrative and executive functions allocated at various levels.

In fact what has emerged in developing the institutional model for co-operation, is that there would be for each specific area of activity a mechanism with the characteristic of a high level of decentralisation and having some "nucleus" with responsibility for the functional co-ordinating responsibility. While the nucleus would act as a "nerve centre", the day-to-day activities would be affected through the related national institutions. The important consideration is that co-operation activities should be so geared that it adds to the capabilities of the national bodies through the mutual support which can be provided from the other participating countries and from the international community.7/

7/ The model for these mechanisms is detailed in Section III of the paper E/CEPAL/CDCC/51 - "Assessment of some Aspects of Realising the CDCC Programme".

Some levels of co-operation already exist among Caribbean countries whether bilateral or within the existing integration mechanisms of ECCM, WISA and CARICOM. The role of the CDCC mechanisms therefore, must be to expand and systematize regional co-operation using the elements that the Governments consider desirable. The Caribbean Council for Science and Technology, the Statutes for which were approved and signed, may well be regarded as a suitable example at the more formalised end of the scale for bringing these various elements into a rational relationship, while at the same time taking account of the widely different stages of development among the CDCC countries.

A significant element that needs to be borne in mind, is the recognition at the Fourth Session that absolute concensus was not always possible and that the CDCC should be prepared to be flexible in implementing projects accepting later participation by other CDCC members. The fact that not all the CDCC countries signed the Statutes for the CCST is a case in point, and it is also relevant that its operations would begin on notification to the Secretariat of six ratifications. In short, the implementatinn of co-operation measures does not necessarily need to await full CDCC participation in the subsidiary mechanisms. For this the progress that has been made with the Caribbean Postal Union serves as a good example.

It is important also to bear in mind, that the guidelines given by the CDCC do not assume that in all cases the subsidiary mechanisms will be newly created organs. The CDCC very clearly left open the possibility for national institutions to be up-graded to serve as the sub-regional focal point, and in this regard there are already before the CDCC a range of proposals where individual governments have indicated a willingness for national capacity to be expanded so as to serve the sub-region. Several of these are mentioned in the Paper E/CEPAL/CDCC/51. But in all those cases progress has been limited by the capability within the Secretariat.

As regards the more formalised mechanisms of the CDCC, an important consideration as to whether they are established as subsidiaries of the Committee or as autonomous bodies, is the ability of the ECLA Office for the Caribbean which serves as Secretariat to the CDCC to provide Secretariat support to such bodies. The establishment of the CCST brought this out clearly.

Since its Second Session, 1977, it was the view of the CDCC that a unit for Science and Technology be established in the Office for the Caribbean that would among its functions provide the Secretariat support to the CCST. The governments favoured the idea that the CCST should be within the CDCC frame, and the draft statutes reflected this position.

During the Fourth Session the question was raised about the status of the CCST, whether it would be an autonomous body or whether it would be an auxiliary body of the CDCC. This was seen as important because of the question of financing. The explanation was that if the CCST were not autonomous, but a subsidiary of CDCC, there could be complications involved in its establishment because of the procedures that would have to be observed in setting up a UN related body. First the CCST would need to be approved by the CDCC, then by CEPAL, then by ECOSOC and then by the General Assembly of the United Nations.

It is worth bearing in mind that the decisions of the CDCC's Second Session and the body of proposals were endorsed by resolution of ECLA's Seventeenth Session in Guatemala, accepted by the ECOSOC as part of ECLA's report, and therefore also by the General Assembly on acceptance of ECOSOC's report. The continuing situation however is that because of various executive and administrative incapabilities, the Office was not enabled to provide that support. The result therefore was that changes were made in the statutes for the CCST to give it a greater measure of autonomy. Such considerations need to be borne in mind in determining the nature of the subsidiary mechanism of the CDCC.

Role of the Secretariat

Since the establishment of the CDCC there has grown a marked distinction between their view of the range of functions that ought to be within the capability of the ECLA Office for the Caribbean, and the actuality in terms of powers and functions delegated to that Office, and the resources at its disposal.

Reference was made in the previous section to the change in the statutes of the CCST as the direct result of incapability of the Secretariat to provide the required support. The original concept for the CCST that the Office should serve as interim secretariat to the CCST pending establishment of its own secretariat could not be met because some of the functions proposed for CCST's Executive Secretary lay outside the presently delegated competence of the Office for the Caribbean. It emerged that the Office could give assistance only to the extent of convening the meetings of CCST on behalf of the CDCC governments and preparing some of the technical papers, to the extent that there were no additional budgetary implications.

Further incapacities were revealed in respect of CDCC decisions that the Office for the Caribbean should in the implementation of all the activities in the sub-region make the utmost effort to identify all sources of funding both inside and outside the UN system. The efforts to pursue these directives came up against the limitations on the functions delegated to the Office, which do not permit it to seek extra-budgetary funds and places restrictions on the ability to have consultations with Agencies.

Similarly the requirements of keeping the governments more closely informed by issue of a bi-monthly bulletin on progress in the implementation of the Work Programme, and by a visiting mission just prior to the CDCC Session, have been only partially met because of budgetary constraints. Beyond that, the basic weakness and inability to respond adequately, which have been noted at successive CDCC sessions persist.

In short there are incapacities of the Secretariat both in terms of the quantum of resources and the functional aspects governing its operations. These bring into sharp focus the question of support to the CDCC.

Chapter IV, the Functions and Rules of Procedure which deals with the Secretariat, speaks only of servicing of the sessions which seems quite consistent with the role foreseen for the ex officio members. However, within the terms of Chapter II which deals with the functions of the CDCC, there is the provision that the CDCC indicate to the Secretariat initiatives which should be pursued and accordingly various responsibilities have been entrusted to the Secretariat. The most important ones are the co-ordination with the Agencies, conduct of preparatory work for the various co-operation exercises, and the conduct of the meetings and seminars that are essential.

A complex set of functions derive from these responsibilities because the Secretariat is placed in the midst of a process of negotiations on the priorities selected in the CDCC work programme. In this process it finds itself located between the innovative demands of the Caribbean governments and the traditional modus operandi of non-Caribbean inter-governmental and international institutions, both within and outside the United Nations. There is no known blue print to fulfill these functions.

In the long run, success depends very much on making the Secretariat a unit "specialised" in "servicing" the CDCC operations. At the present stage of gradual approach to Caribbean co-operation some specific functions can be differentiated. The difficulty in implementing them in part reflects the embryonic level of the process.

i) the Office has to identify common areas of co-operation and increase the degree of concreteness of the work programme. Such identification would only constitute taking an inventory of existing resources, had there been a tradition of close contacts between the countries. The current situation requires research to unearth the commonalities

observed by the "balkanisation" processes, which still affect the sub-region;

ii) the Office must undertake the design of project ideas of sub-regional character and prepare or "contract" the necessary feasibility studies;

iii) it must assist or carry out the training implied in the setting up of sub-regional co-operation mechanisms.

If it is to be successful in its continuing role, the Secretariat must be able to tap the resources existing within and outside the UN system and allocated through mechanisms which are not under direct control of the Committee, nor consistent with its multisectoral approach. It must also be able to co-ordinate effectively with other Agencies especially as their priorities are not necessarily the same as CDCC priorities, in which case the Secretariat has to ensure their compatibility. Without this essential capability the requirement of maximising the utilization of resources available to the region will never be met.

There is the further factor, that so far the Secretariat is not an executing agency of any project; and without this attribute it cannot respond effectively to the mandates even if it managed to mobilize the necessary resources. If the intention of the CDCC is to operationalize its activities this is an essential ingredient.

HORIZONTAL CO-OPERATION POSSIBILITIES AND MOBILIZATION OF RESOURCES

Range of possibilities

Virtually every section of the Work Programme offers possibilities for horizontal co-operation among the CDCC countries. Some fall into the currently acceptable concepts of technical co-operation (TCDC); others accord with the concepts of economic co-operation (ECDC); some have elements of both TCDC and ECDC; and there are still others that may more correctly be described as functional co-operation.

Technical co-operation was accorded the highest priority in the CDCC Work Programme. It is in this context that the activities have been pursued for the development of a strategy to eliminate language barriers, the creation of the CCST for stimulating indigenous technology and dissemination of imported technology adapted to the circumstances of the Caribbean, the Caribbean Information System and the Statistical Data Bank.

In the area of economic co-operation the CDCC participation already embraces the countries that constitute the East Caribbean Common Market (ECCM), and the Caribbean Community (CARICOM) the former operating within the latter. Both these economic integration activities predate the CDCC, and both have made significant advances over the years. From the standpoint of CDCC, economic co-operation in respect of these schemes would mean:

(a) supporting and fostering them so as to strengthen the co-operation between the countries that participate in them; and

(b) exploring the possibilities for developing economic co-operation activities between the CARICOM group of countries and the non-CARICOM Caribbean countries.

Before the CDCC are proposals developed with UNCTAD assistance for multinational trade enterprises, which seek to do just the latter in a particular area of economic activity.

There are also proposals for co-operation in agriculture and in industry that have features of both ECDC and TCDC. It may not be an exaggeration to say that most activities in the Caribbean will be of this dual nature because of the technical exchanges that would always be an element in the relationships between the countries. The difference in their levels of development, their previous lack of contacts, and the uneven distributions of skills and resources dictate this pattern.

But without functional co-operation in certain key areas the infrastructure for sustained co-operation will not emerge. Postal services is a case in point, as also are schemes that arrange for the sharing of equipment and services in aspects of transport. The possibilities for CARICOM/non-CARICOM co-operation seem to be greatest in the area of functional co-operation, although this has to be approached on a case-by-case basis. And this would seem to be true similarly in the case of such activities conducted within WISA.

The basis for horizontal co-operation

While one may compile a catalogue of subject areas for horizontal co-operation, (which will not be attempted in this paper), it is essential to recognize that they cannot be implemented without some specific operational mechanisms. It is also necessary to recognize, that a prior process of identification has to be undertaken. It has to be remarked that while there is global acceptance of the desirability and feasibility for horizontal co-operation, especially TCDC, there is as yet no provision for the essential task of actually identifying the individual subjects, donors and recipients. Someone must locate these three elements and bring them together, and this is a highly operational undertaking that cannot be done from an office desk. Without this specific step, the possibilities that can be enumerated remain largely academic.

Without enumerating all the areas of activity, it can be pointed out that the CDCC has made substantial progress in information and documentation in terms of actual utilization of the present capability of the Caribbean Documentation Centre, in science and technology and in postal communications in terms of determining the mechanisms for the CCST and the CPU.

In agriculture, industry and trade, various possibilities have been identified by the preparatory studies done in collaboration with UNCTAD, UNIDO and ITC respectively, which have since the Fourth Session been before the governments for their consideration. The

proposals in agriculture are for sub-regional co-operation activities at the level of national producer/exporter associations; in industry, continuing industry survey operationalized to take advantage of possibilities for mutual co-operation through complementarity; and in trade, the establishment of multinational enterprises supplemented by Caribbean trade information systems.

What is common to these cases mentioned is the need for activization by the governments themselves and greater capability of the Secretariat to support the activities.

The possibilities that have been identified by UNCTAD, UNIDO and ITC give due regard to the directives that:

"(a) concentration should be more on short and medium-term activities because of the dynamics of the Caribbean situation; and

(b) that focus be placed on two prime aspects - co-operation among the countries on matters of mutual advantage, and co-ordination of inputs from the United Nations bodies in support of CDCC initiatives, which should be pursued simultaneously".

So far, none of these activities have benefited from any of the specific TCDC support available from the United Nations system. Articulation and activisation of the co-operation mechanisms to tap such sources should certainly help to speed up the implementation of the programmes, and is deserving of priority treatment by the CDCC. Guidance by the governments on those proposals is very necessary because of the numerous institutions that are now promoting such or similar projects, and the current external pressures that are generating either serious elements of unnecessary duplication, or through fragmentation are discouraging the co-operation and co-ordination that is the objective of the CDCC.

Most certainly the priority areas identified by the CDCC have now gained wide acceptance by the international agencies, and have been the basis for a multiplicity of offers to pursue some similar efforts, now recreating the very circumstances the CDCC was established to correct. The rationalisation of such offers present very good opportunities to further the process of co-operation, especially where they are accompanied by resources that are in scarce supply.

The Paper E/CEPAL/CDCC/51 which at Section IV contains the proposed strategy for implementing the CDCC programme, also contained in the closing paragraphs specific recommendations for the mobilizing of resources to facilitate the necessary supporting activities.

The point was made that at the present stage effective strategy for developing and implementing the CDCC programme must concentrate on augmenting the available resources. It was suggested this should include all the following elements to a greater or lesser extent:

- the assignment of specialist experts assistance from governments where necessary, to the Secretariat;
- ensuring that national budgetary provisions cover essential expenses for their experts and officials to participate in meetings and working groups;
- making representations at the level of the Governing bodies to ensure that provisions are made in programmes and budgets of the various UN bodies in support of CDCC activities;
- utilising fully the facilities that can be provided under TCDC programming;
- earmarking some portion of national IPF for implementing aspects of the CDCC programme (even if only five per cent);
- pursuing the possibilities within the UN for augmenting the resources within the CEPAL Office for the Caribbean which serves as the Secretariat to the CDCC;

- identifying the national resources that are to be combined in establishing the mechanisms that are necessary for implementing the regional co-operation exercises.

It was also pointed out that aside from mobilizing the resources that are required for advancing the CDCC programme, this combination of actions would put the main emphasis on the utilization of local expertise, heighten the focus on CDCC activities, and result in better dove-tailing with other projects being pursued in the Caribbean.

These proposals which the CDCC accepted in principle, but which the governments would examine in depth, were discussed during the recent missions to CDCC countries. It was found that the governments were aware that a specific strategy was needed to be pursued for activating the regional co-operation mechanisms. Implementation of the mechanisms will require some resource inputs from the countries themselves and from the UN system, in the initial stages. Once the regional co-operation mechanism becomes operational the resource needs should be met within the agreed framework for the programmed activities.

In those cases, where the sub-regional co-operation mechanism has not yet been determined, there is the need for inputs of specialized expertise; implementation of the decisions on the language barrier is an example of this. The Third Session of the CDCC considered the findings and recommendations of the meeting of Experts on the Removal of Language Barriers and decided on implementation of the short-term plan covering:

(i) exchange of information on needs and available resources of the member countries;

(ii) organization of sub-regional and national workshops on modern approaches to the teaching of foreign languages;

(iii) preparation of a sub-regional course for the training of a pool of Caribbean translators/interpreters, the only advance has been the specialist input of short-term consultant services provided by UNESCO. It is still not possible to hold the regional workshop, due to lack of resources, so that no progress can be made to the further stages.

Further examples can be quoted from virtually every subject area that bring to light the need for a critical minimum level of resources, and this is most acutely felt within the Secretariat itself where many of the day-to-day aspects converge.