

**CARIBBEAN ENTERPRISE
FOR THE PRODUCTION AND
DISTRIBUTION OF PRINTED
AND AUDIO VISUAL MATERIALS**

A Pre-Feasibility Study

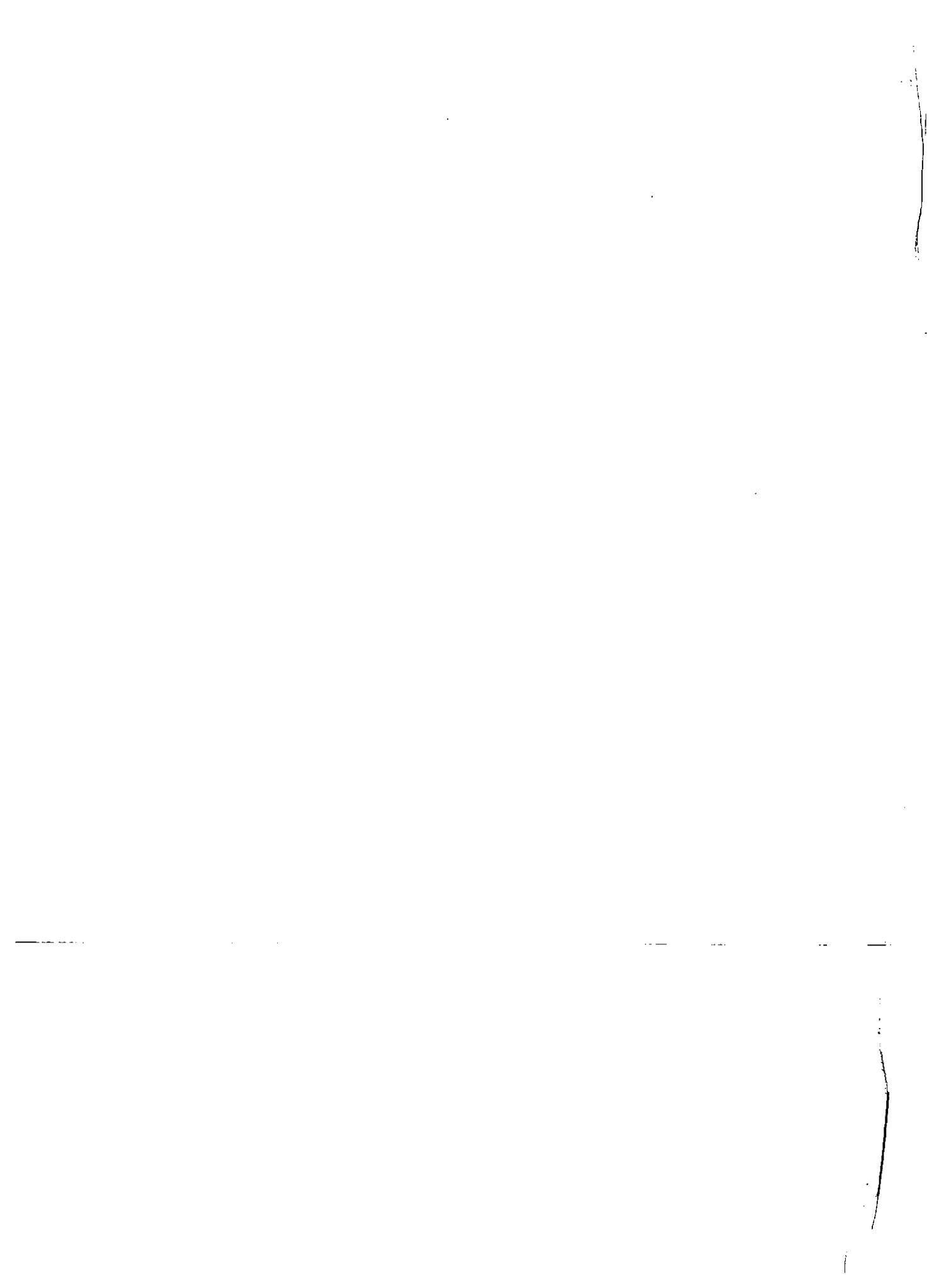
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AND DISTRIBUTION OF PRINTED AND AUDIO-VISUAL MATERIALS

- A PRE-FEASIBILITY STUDY -

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The views expressed in this document are those of the Consultant and do not necessarily reflect the views of the ECLA Subregional Office for the Caribbean.

SUMMARY

1. The enterprise should be established as a matter of urgency.
2. The Enterprise should, as a matter of first priority, focus its attention on the production and distribution of books. It could serve as a regional importer and exporter of books. The audio-visual component of the enterprise could be developed as a medium to long-term project.
3. The Enterprise should provide editorial and research assistance to Caribbean authors.
4. The legal form of the Enterprise could be similar to that of the Caribbean Food Corporation.

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July 31, 1981

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I. INTRODUCTION

BACKGROUND:

This project may be seen to have its genesis, in the Constituent Declaration, approved in Havana, Cuba, in November 1975 of the Caribbean Development and Co-operation committee. This considers:

The possibility of establishing multi-national enterprises within the Sub-region owned and controlled by Caribbean States and nationals of such States in Fields which are of mutual interests to the Caribbean countries."^{1/}

The work programme adopted at the same session further specifies:

"Action in the field of education ... will facilitate the promotion, strengthening and preservation of Caribbean cultures, the appropriate use of public information media ..."

At its second session in March 1977, the Committee approved the project leading to the establishment of a Caribbean Enterprise for Production and Distribution of Printed and Audio-Visual Materials.

The enterprise was envisaged to support and complete the formal educational systems by stimulating the cultural identification of the Caribbean people, the development and application of their creativity, and the dissemination and sharing of their achievements.

The enterprise should also convey the Caribbean standpoints to other interested milieux, and in turn disseminate in the sub-region the achievement of other countries.

^{1/} E/CEPAL/1010. E/CEPAL/CDCC/8/Rev.1. Report of the first session of the Caribbean Development and Co-operation Committee, Havana, Cuba, 31st October to 4th November, 1975. Section III - Constituent Declaration, para. 4.

The enterprise is conceived as a cultural development pole, responsible for accelerating on-going processes, without modifying directly their content and their orientation. It is projected as the locus of the Caribbean cultural exchange in spite of and beyond existing language barriers.

It will ease the process of formal education by providing more accessible text-books. Educational innovations will be more easily shared and put into practice. Educational reforms will be implemented with less constraints. The links between the school system and the community will not suffer from a lack of channel of communication. Vocational training, hygiene diffusion of technologies, environment, as well as specific short-term campaigns will be enacted promptly and readily available for similar purposes in member countries.

It will stimulate local production of cultural materials and alleviate the constraints faced by national financial resources presently engaged in servicing limited and isolated markets. It will develop new and more efficient vehicles for communication, multiply the effects of messages oriented toward sub-regional issues and circumstances, and make it necessary to take account of the specific characteristics and interests of the public to be served.

The enterprise is conceived as a multi-national venture which is economically viable.

By instrumenting the availability to the countries of the sub-region of the cultural wealth they themselves produce and by increasing the scope of operation of innovative policies, the Enterprise will create a more favourable context for the multiplication of these same innovations.

The Enterprise will increase the appreciation of a cultural wealth, it will make possible the discovery of its internal logic and *raison d'etre*, the rationale of Caribbean distinctiveness.

The short-term objectives of the enterprise were conceived as:

- (i) The stimulation and co-ordination of local production of material to be distributed to the member countries.
- (ii) The elaboration of specific materials either of general interest to all countries or requested by an individual country.
- (iii) Establishment of a system for distribution of materials.

This project as a pre-feasibility study was envisaged to consider the possibility for the Enterprise to:-

- (a) gather the materials prepared in the Caribbean countries and related to the CDCC priorities, (CDCC: Caribbean Development and Co-operation Committee);
- (b) prepare specific audio-visual programmes on matters of common interest;
- (c) write features and provide articles on the countries of the region to different press, radio and television organisations within the Caribbean and outside the Caribbean;
- (d) create a net of small printing offices of the "Offset" type, in order to cover the necessities of expression in local communities to which the features would be automatically supplied.

It should also envisage:

- (a) a system for producing radio and television materials to be organised and whose output would be some radio and television programmes, as well as cinematographic documentaries for use in the Caribbean countries and eventually for export;
- (b) a publishing company to publish collections of Caribbean pocket-books and text-books, as well as bulletins and journals that may be required by sectoral co-operation among the CDCC member countries. This publishing company might also assist the governments and institutions in the sub-region with some publications; and
- (c) the creation of a relay system by micro-waves or satellites capable of operating simultaneous and direct exchanges among radio, television and users in the sub-region.

The Enterprise is conceived in implementation of the CDCC mandates. Resolutions 358 (XVI) of the Economic Commission for Latin America, establishing the CDCC, defines its functions as:-

- i. a co-ordinating body for activities relating to development and co-operation agreed upon by the Governments; and
- ii. an advisory and consultative body to the Executive Secretary of ECLA in respect of Caribbean issues and circumstances.

The Enterprise is projected as a key-element in this scheme of sub-region co-operation and development. It has to be designed as a peculiar instrument of government, placed in the locus of inter-governmental agreements, and aiming at accelerating the implementation of these agreements.

The enterprise may be seen to link with the following on-going ECLA/UNESCO projects:-

- A Caribbean Documentation Centre.
- A Caribbean Council for Science and Technology and a Caribbean Council for Social and Economic Development.
- A programme for the Removal of language barriers.

UNESCO Regional Office for Book Development in the Caribbean and UNDP Multi-Island Education Project are also ventures closely related to the Enterprise.

TERMS OF REFERENCE AND APPROACH

In pursuit of this vision the terms of reference of the pre-feasibility study may be broadly outlined in the following way:

- To examine the market for books, pamphlets, all other printed material and audio-visual material within the CDCC member states.
- The study will also examine the existing production capacity for such material, and determine the production capability which is necessary to achieve the projected market.
- The study will also examine existing organizational arrangements for the production and marketing of material, and will make recommendations for an organizational form best suited for the proposed enterprise.
- The study will also examine the legal issues affecting the retrieval, production and distribution of printed and audio-visual material, and will make appropriate recommendations.
- The study will also investigate the present and potential sources of material for the enterprise.

The pre-feasibility study, therefore, may be conceived in terms of the following work modules:

1. MARKETING AND PRODUCTION

a) Market Analysis:

This seeks to quantify, as far as possible, the market for the possible products of the enterprise. It will also describe in broad terms the perceived needs and attitudes of the market to the possible range of enterprise products. An analysis of existing methods and channels of marketing will also be undertaken.

b) Production Analysis:

This will undertake an audit of existing production capacity for printed and audio-visual material. It will attempt to determine the extent to which the existing capacity could satisfy market needs.

c) Sources:

An attempt will be made to identify as far as possible the existing and potential sources for the range of material.

2. LEGAL ISSUES

This module will focus on all the legal issues related to the establishment of the enterprise, as well as all the legal implications attendant to the retrieval and production of material. The first area, therefore, relates to company law issues, while the second will involve an analysis of copy right issues.

3. ORGANIZATION ANALYSIS

This reviews the existing organizational framework within which production and distribution of material now takes place. A proposed organizational structure for the enterprise would be developed.

This report follows these modules as outlined.

II. MARKETING

THE MARKETING ENVIRONMENT:

It is important to address the environment within which any marketing and production will take place. This section therefore seeks a quick overview of significant factors in the Caribbean environment, which may have a direct effect on the proposed enterprise. It will focus specifically on the socio-political environment, as well as review some initiatives which must influence a materials production enterprise.

Over the past decade there has been much activity in the region, with respect to examining the market for textbooks and other educational material. Much of this activity has been at the insistence of Caribbean governments. These initiatives must be seen against the background of the changes taking place in Caribbean society, and the development imperatives of the day.

It would be instructive to quote from the Government of Guyana a statement to the second meeting of the Standing Committee of Ministers responsible for education:

"The changes that are taking place in our societies are remarkable for the completeness and their rapidity. Prominent among these are ideological and social reforms, which are communicated mainly through the printed word. There is therefore a crying need to provide inexpensive reading material for the masses, be they farmers, industrial workers or housewives. Simple texts in politics, economics, education, art, music and literature, are required to stimulate their appreciation of overall development processes of national history and culture. New aspirations are being created and there is a seeking after ways and means of satisfying them, and of disseminating the impulses and movements that will make for a more humane existence and a better quality of life for all."

The paper also expressed concern that Caribbean authors should not have to seek facilities outside the region for the production of their books. It further observed, that objectives of projects such as the Regional Food Plan, Regional Programmes in Education and Health, must be fully disseminated and understood.

Indeed, it might have been this kind of concern which fostered a number of initiatives in the region over the past decade. In 1969, with the help of a grant from the Ford Foundation, a Caribbean Textbook Survey was undertaken. The recommendations of this survey included inter alia, a call for the establishment of a Caribbean publishing organization. The survey's recommendations have been supported and elaborated upon in papers prepared by the Caribbean Community Secretariat, for consideration by Ministers of Education.

In addition, a Workshop on Problems of Regional Book Production and Distribution sponsored by the Trinidad and Tobago National Commission for UNESCO was held by the Trinidad and Tobago National Commission for UNESCO was held in Trinidad in 1972. In 1974, a Workshop on Textbook Development sponsored by the Commonwealth Secretariat in collaboration with the University of the West Indies was also held in Trinidad. Indeed, this very exercise comes out of initiatives taken by Caribbean Governments.

More recently in January 1981, the Ministers of Education from the Windward and Leeward islands meeting in Dominica, requested the Caricom Secretariat to examine the question of the production of textbooks in the region, and the possibility of bulk importation of textbooks.

The Minister of Education and Culture of Trinidad and Tobago, in a meeting with representatives from the Alberta Government, quoted the following extract from an Aide Memoire with UNESCO:

The Government (of Trinidad and Tobago) regards the development of audio-visual teaching aids and training in their use as an urgent priority to support development programmes in many sectors (e.g. agriculture, health, public information, etc.) as well as within the formal education system. UNESCO is therefore requested to undertake a feasibility study of establishing institutional arrangements for the development and commercial production of audio-visual teaching aids. This might be considered on a regional basis.

Scholars and authors in the region have consistently expressed concern about the absence of facilities for publishing in the region. Many of them are forced to go to International publishers, and to gain acceptance, tailor their work for the international audience. Many manuscripts which do not have such international appeal, but which are critical for regional consumption, are never published. In a sense Caribbean authors, like other facets of Caribbean economy must first be exported to be refined and then re-imported.

In the midst of these concerns a number of printers in the region have been attempting to enter the publishing business. These, however, are essentially commercial printeries, and therefore seem unequal to the demand of Caribbean publishing needs. In addition, some international publishing houses have been attempting to establish regional bases, to capture the local market.

The Governments of Guyana and Jamaica both developed Readers for use within their education system, and are anxious to share their experience and material with the rest of the region.

The Caribbean Examinations Council (CXC) was established in 1972 by agreement among participating territories^{2/} in the region, to conduct school leaving examinations and award certificates and diplomas based upon such examinations, a function hitherto carried out by overseas examining boards. It was the decision of the participating territories that the Council's examinations be based on syllabi that were particularly Caribbean-oriented. To achieve this it is necessary that existing secondary school curriculum be revised, and critical that supporting material, tailored to the curriculum be provided.

The Council has set out to develop such syllabi, and has most recently initiated a CXC-USAID Secondary School Curriculum Development Project primarily concerned with developing material and instructional techniques appropriate to the teaching of the syllabi. The CXC-USAID project focuses on eleven subject areas: English, History, Geography, Mathematics, Spanish, Business Education, Agricultural Science, Home Economics, Integrated Science, Social Studies and Metals. While some material has been collected CXC seems still unclear about the editing and final publishing of the information.

The Caribbean Agricultural Research and Development Institute (CARDI) is also involved with USAID in a project designed to facilitate the production of printed material for use in the Agricultural sector of the Leeward and Windward islands. While this project allows some work to get done in the short-term, a longer term facility is urgently needed.

Trinidad has a relatively high level of literacy (around 90%), but the population seems to have a low propensity to read. There seems to be a need therefore to close the gap between the literate population and the reading population. While a definitive study of the factors accounting for this phenomena has not been done, the following reasons may be cited:

^{2/} Antigua, Barbados, Belize, British Virgin Islands, Dominica, Grenada, Guyana, Jamaica, Montserrat, St. Kitts-Nevis-Anguilla, St. Lucia, St. Vincent, Trinidad and Tobago, Turks and Caicos.

- (i) The failure of the education system to arouse a life-long interest in books.
- (ii) The cost of books.
- (iii) Lack of effective book marketing and promotion.
- (iv) Lack of library facilities.
- (v) The content of books which are available, most being set in metropolitan environments.
- (vi) Approaches to teaching in the school system.

It is against this environment, then that the proposed enterprise is being examined.

MARKETING ANALYSIS:

Essential to the planning of any enterprise must be an appreciation of the market which it intends to serve. Such an appreciation should include both a quantitative analysis of the market, as well as an understanding of consumer habits, tastes and preferences. The latter understanding will best emerge after consumer research; - such research is however outside the scope of this present exercise. We could, however, examine some of the quantitative parameters of the market, and arrive at a reasonably accurate interpretation of consumer needs, - for certain classes of products anyway.

Markets may be segmented in different ways to provide a better insight into both size, and needs; and eventually to permit the development of more realistic marketing plans. This report begins by segmenting the market for the proposed enterprise into the following broad categories:

- (i) The Book Market.
- (ii) The Audio-Visual Market.
- (iii) General Market.

Within each of these broad categories, one could then define specific segments and target groups. The discussion follows this broad outline.

The Book Market:

The book market is in fact made up of a number of segments, which may be easily identifiable, although there may well be points of overlap. This discussion reviews the Book Market within the following segments:

- (a) The Textbook Market.
- (b) The Children's Market.
- (c) The Adult Education Market.
- (d) The General Readership Market.
- (e) The Tertiary Education Market.

(a) The Textbook Market:

This market for our purpose is taken to embrace the market for textbooks related to secondary school education. This market has been traditionally supplied by imported texts, although at times there have been attempts to modify the books for the Caribbean environment. The current thrust of the Caribbean Examination Council now demands that local material be made available for Secondary School education. The CXC/USAID project is, in fact, geared towards this need. While CXC has been working on materials acquisition however, they still face the challenge of editing the material and having it published.

The CXC project may very well have to rely on part-time editorial assistance, which is far from the ideal. They would also most likely turn to commercial printeries for production. Their experience with these printers has not always been good. Apart from delays in completing the work, some CXC officials have commented that the cost of printing is high. CXC aims to produce relatively low cost material.

Table 1 below gives an indication of the Secondary School population in the Caricom region, while Tables II and III provides an insight into the preliminary estimates of students attempting the existing range of CXC subject. Table 1 shows that there are now over 350,000 students enrolled in secondary schools.^{3/} This, therefore, would provide the basis for any potential textbook market in the region.

TABLE 1
ENROLMENTS OF STUDENTS IN SECONDARY SCHOOLS
(Around 1977)

<u>COUNTRY</u>	<u>STUDENTS ENROLLED</u>
Antigua	4,774
Barbados	25,908
Belize	5,169
Dominica	2,569
Grenada	5,938
Guyana	73,285
Jamaica	161,395
Montserrat	702
St. Kitts/Nevis/Anguilla	4,770
St. Lucia	4,181
St. Vincent	4,843
Trinidad and Tobago	61,907
Total	: 355,441

Source: Country Statistics.

(Note: 1977 is used because that seemed the last year for which reasonably accurate figures were available for all countries).

^{3/} Note that these figures relate primarily to the English speaking Caribbean. When one adds Cuba, Haiti, Dominican Republic, and the Netherlands Antilles, these figures increase significantly. Because of the use of different categories in these countries, precise comparison is difficult. In Haiti secondary (general) education enrolment was in 1976 at the level of 56,000 students, and in Dominican Republic 179,000 students. The Surinamese system absorbed over 30,000 students in the various types of secondary schools for the academic year 1979/1980.

TABLE II

PRELIMINARY ESTIMATES OF ENTRIES BY SUBJECT
PROFICIENCY IN CXC EXAMINATIONS (1981)

<u>SUBJECTS</u>	<u>BASIC PROFICIENCY</u>	<u>GENERAL PROFICIENCY</u>
English	16.699	16.641
Geography	4.975	8.859
History	4.465	5.159
Mathematics	17.472	10.816
Accounts	-	4.461
Agricultural Sciences	-	1.106
Spanish	5.514	4.470
Principles of Business	872	1.592
Typewriting	-	1.853
Office Practice	-	974
Integrated Science	-	856

Source: CXC Records

TABLE III

PRELIMINARY ESTIMATES OF ENTRIES FOR CXC EXAMS
BY COUNTRY (1981)

<u>COUNTRY</u>	<u>TOTAL NUMBER OF ENTRIES</u>
Antigua	20
Barbados	9,657
Belize	2,549
B.V.I.	504
Dominica	60
Grenada	431
Guyana	21,884
Jamaica	19,107
Montserrat	226
St. Kitts	1,003
St. Lucia	1,814
St. Vincent	1,888
Trinidad & Tobago	49,588
Turks & Caicos	113

Total Entries : 108,794

Source: CXC Records.

In reviewing the figures above, one needs to note that the secondary school population, will increase over the years, not only through normal population growth, but also because Caribbean governments are pursuing a conscious policy, aimed at increasing the percentage of their young population who are exposed to secondary education. In addition, the CXC examinations are now being introduced, so that not all countries are yet attempting the full range of subjects offered. In fact, throughout the region students are still attempting GCE examinations. A dual system therefore exists at present. This duality will gradually diminish, thus bringing greater numbers of the secondary school population into the CXC ambit.

One critical issue would relate to the number of books each student is likely to require for each subject. Certainly, this would in some measure depend on the price of the book. It would also depend on whether the region opts for a policy of standardization of textbooks. Educators in the region have indicated a preference for rationalization, rather than standardization. The principles of rationalization being articulated seem to include the following:

- (i) The assessment of various books from the point of view of their suitability for implementing curriculum objectives.
- (ii) The restriction of the number of titles recommended while allowing teachers reasonable alternative choices.
- (iii) A consideration of the cost of the textbooks so that they should not impose undue hardship on parents.
- (iv) The frequent and regular review of recommended lists.

This suggests then that for each subject a range of titles ought to be provided. This consideration would, of course, hold for the age ranges throughout the secondary schools.

In the cases of Suriname, Haiti, and the Dominican Republic, officials there expressed anxiety about the urgent need to produce indigenous textbooks for use in their educational systems. Cuba has developed an extensive network to produce a significant percentage of its textbook requirements. There is a marked willingness on Cuba's part to share both her experience and facilities with the rest of the region. There is a clearly expressed desire to share knowledge and experience between English speaking and non-English speaking countries. In all the countries educators stressed the need to know more about each other. Textbook production and marketing would do much to achieve that objective.

This then is a preliminary review of the range of issues which would inform an approach to the textbook market.

(b) The Children's Market:

The children's market would include both the pre-school and primary school populations. Table IV provides data on the population in both these categories for the Caricom area. It shows a primary school population of just under one million, and a pre-school population (1970 figures) of over six hundred thousand. In Suriname the pre-primary school enrolment was for 1979/1980 18,191 and the primary school enrolment for the same year amounted to 80,844 students. Available data for primary education enrolment in Haiti (1977) revealed a total of 451,000 students, while in the Dominican Republic (1976) 891,000 children registered at this level. There is a pressing need to provide relevant material for both pre-school and primary school populations to ensure an appreciation on their part, of their environment. Here too, therefore, is a need for Caribbean material.

The Projects undertaken by Guyana and Jamaica seek to deal with aspects of the primary school need. These projects must now be expanded, and deepened. This then presents a publishing challenge.

It is interesting to note, that in 1977, following a proposal by the UNESCO National Commission in Trinidad and Tobago, Dr. Augusto Jimenez, undertook a study in the region to determine the feasibility of publishing a JUNIOR Encyclopaedia for the Caribbean. This study concluded that such a project was feasible, and would meet real and identified needs in the region. This report fully supports the conclusions of the Jimenez study.

TABLE IV

PRIMARY SCHOOL AND PRE-SCHOOL POPULATION
IN THE CARIBBEAN REGION

<u>COUNTRY</u>	<u>PRIMARY SCHOOL POPULATION</u> <u>(1977)</u>	<u>PRE-SCHOOL POPULATION</u> <u>(0-4 Years - 1970)</u>
Antigua	12,971	9,543
Barbados	37,802	25,740
Belize	33,105	21,728
Dominica	20,529	12,501
Grenada	24,053	12,401
Guyana	140,394	110,641
Jamaica	449,439	286,723
Montserrat	2,356	1,548
St. Kitts/Nevis/ Anguilla	8,724	6,605
St. Lucia	29,090	18,333
St. Vincent	25,648	14,390
Trinidad & Tobago	199,033	121,167
Totals:	<u>983,144</u>	<u>641,320</u>

Source: Country Statistics

It was envisaged that the encyclopaedia should extend over six to seven volumes of approximately 500 pages each, covering the following themes:

- History (Pre-Columbian to Present Day).
- Natural History.
- Geography and Geology.

- Economics.
- The Arts.
- People, Customs and Social Institutions.
- West Indian Biographies.

The work would be geared to the reading level of the twelve year old.

No action has as yet been taken on the recommendations of the feasibility study. The need remains, however, and Caribbean educators identify such a publication as crucial for the education of the region's youth.

(c) Adult Education Market:

There is a need for printed material to service the Adult Education Market in the region. This will include Caribbean material for the formal adult education classes, as well as the more general information needs of the population. A number of Caribbean Governments have developed adult literacy programmes, which now are not supplied with adequate Caribbean material. Table V below gives an indication of the population of the Caricom region

In Cuba's educational system the majority of the country's adult population is now enrolled in formal education programmes. In Haiti and Suriname particularly literacy programmes were identified as areas which could be immediately serviced by a regional book production facility. Officials in the Dominican Republic also identified the adult Education Market as one of its priority areas.

TABLE V

POPULATION OF CARICOM REGION (1970)

<u>COUNTRY</u>	<u>POPULATION</u>
Antigua	64,794
Barbados	235,229
Belize	119,934
Dominica	69,549
Grenada	92,775
Guyana	669,848
Jamaica	1,797,384
Montserrat	11,458
St. Kitts/Nevis/Anguilla	44,884
St. Lucia	99,806
St. Vincent	86,314
Trinidad & Tobago	931,071
Total	<u>4,253,046</u>

Source: Country Statistics.

There are also a number of programmes operating at both a regional and national level which requires reading material and information dissemination. The following are among some of these:

- HEALTH, HYGIENE AND NUTRITION: All Caribbean countries have programmes geared to improve the nutritional and health status of their population. Informative dissemination is a critical element of these programmes. The Caribbean Food and Nutrition Institute has been working on a regional level on these programmes, and has also been assisting national governments. This Institute has noted the present difficulties it faces in producing and distributing printed material.

- FAMILY LIFE EDUCATION: Related to the first broad area is the work currently going on in the region relating to family life education. This too is being hampered because of the difficulty in printing and publishing local material. Much of the material that is now used is imported.

- AGRICULTURAL EXTENSION: Agricultural extension work required a continuous flow of relevant material. The initiatives of CARDI, with respect to the US-AID project, alluded to in an earlier section, points to one attempt to resolve the difficulty now faced in Agricultural Extension work. A more permanent solution, now needs to be found.

- CARIBBEAN FOOD PLAN: The elements of the regional food plan, which is being developed must be effectively communicated to the population. The lack of easily accessible production facilities is making this extremely difficult.

There are a range of initiatives then in the region which require effective communication back-up. These programmes now utilise small production units (perhaps attached to government ministries), government printeries, or commercial printers. All of these for different reasons have not been equal to the challenge.

While some of these programmes may seem immediate and not a sound base for future planning, it must be noted that the very process of development will demand on-going information dissemination activities. The specifics of some programmes may change, but the imperative of communication remains. In any event, the programmes outlined above, are seen as having a life well into the future.

(d) General Readership Market:

This segment could itself be further segmented to account for tastes, interests, etc. It is within this broad segment that there appears to be the wide gap between the literate population and the reading population - a gap which can be filled by more effective marketing. This market would provide the outlet for short stories, novels, poetry, etc. Many Caribbean novelists and authors never get exposed beyond their island because of publishing problems. One important element of Caribbean unity and development has been identified as the increased communication among Caribbean peoples. There is a great need for the understanding of differences, cultural perspectives, history, etc. An enterprise geared to respond to these developmental needs is therefore important.

(e) The Tertiary Education Market:

This market includes the University market, as well as the existing market for scholarly works and research. Caribbean Universities have also identified a lack of Caribbean material for teaching. Within the University of the West Indies, the Institute of Social and Economic Research, provides a publishing service. Notwithstanding this, however, there are a number of completed manuscripts within the University, which have not yet been published or which have been sent overseas, or to local printeries.

There is now a demand in the region to know more about ourselves. Research on and about Caribbean people needs to be disseminated. While much research has been done it has not been disseminated. Much research too, has been stifled because of the absence of an effective mechanism for disseminating results.

This market then, while perhaps smaller than the others is also present.

This section has attempted an overview of the textbook market. No attempt has been made to review market sizes in terms of optimum production runs or costing, though clearly the market size will affect these issues.

In the field of book publishing, however, narrow economic considerations, must at times give way to the wider socio-political demands.

The Audio-Visual Market:

This market may be reviewed within three broad segments;

- (a) Formal Education.
- (b) Adult Education.
- (c) Television.

(a) Formal Education:

Educators in the region have noted the need for audio-visual material to compliment printed material. The development of regionally based examinations re-inforces the need for indigenous audio-visual material. Among the subject areas which have been identified for immediate development of audio-visual material are: Geography, Science and Social Studies.

In Trinidad and Tobago all the recently built secondary schools are equipped with audio-visual equipment. Indeed, the Ministry of Education in Trinidad has been giving active consideration to the development of teacher resource centres, which would include a facility for producing audio-visual material.

In fact, throughout the region there is the identified need for audio-visual material for both the primary and secondary schools.

(b) Adult Education:

Within the adult education market discussed earlier, there is also the identified need for audio-visual material. Indeed, the discussion with respect to the book market is also relevant for the audio-visual market, as planners see audio-visual material complementing printed material. In fact, given the reluctance of significant numbers in the population to read, audio-visual material may well have the greatest information impact. Cultural programmes could be extremely important, for instance, in the development of a sense of Caribbean awareness and Caribbean identity.

(c) Television:

The major television stations in the Caribbean region operate a system of programme exchange. Most of this, however, related to imported programmes. While Trinidad and Tobago Television now has 30% of its viewing time filled with local material, they have identified a need for well produced Caribbean material. With the spread of Television throughout the region this market also offers worthwhile potential.

General Market:

Within this market one would note an identified need for radio programmes and documentaries in the region. Radio stations all seem prepared to avail themselves to any well produced Caribbean material. This would also provide a useful mechanism to foster cultural exchanges, and forge Caribbean unity.

Other markets would need to be explored in addition to those already discussed which may, for instance, include the record market.

ISSUES IN BOOK MARKETING:

Quite apart from an analysis of the market, one also needs to review the approaches to marketing activities and practices. It is customary to reflect on marketing activities under the umbrella of the "marketing mix". The "marketing mix" refers to the range of marketing activities which must be developed and undertaken for the effective execution of any marketing plan. The marketing mix would normally be taken to include Product decisions, pricing issues, distribution approaches and promotion. This discussion will focus on the marketing mix with respect to books, since the other product categories are relatively negligible in the region at this time.

(i) Product Decisions:

Perhaps one of the most critical decisions has to do with which book is published. Because of the reliance on metropolitan publishers, the books

which are now published tend to be those which are perceived to have some "international" appeal. This means that books which may be written for a purely Caribbean audience may well have a low probability of publication. There are, in fact, many manuscripts in the region which have remained unpublished for that reason. One therefore needs a product decision approach whose market vision would be Caribbean needs. Such a vision seems most likely from a Caribbean based publishing facility.

There is also the product issue relating to the format and presentation of the book. Given the identified problem of low readership within our highly literate society, one may need to develop product forms which will increase the propensity to read. One form which suggests itself as a possibility is the comic book format. The enterprise therefore will need to be creative in developing product forms which will be appealing to the market.

(ii) Pricing Issues:

One concern of Caribbean people at this time is the escalating price of books. This is a reflection of general price movements in the world economy. For a Caribbean publishing enterprise, however, there would be the added issue of the size of the production runs. Given the size of the regional market, it may at times create conflicts between the need for publication, and the need for low cost material. While this study is not geared to examine the costing and pricing issues, there are clear indications of a need for government subsidies if the societal objective of information dissemination at low cost is to be achieved.

There must also be the concern with respect to mark-up on books by booksellers. Mark-ups of over three hundred percent (300%) are not unknown. This is an issue to which the region would also have to address itself.

(iii) Distribution Issues:

Any plan to ensure adequate coverage of the potential market must involve a re-assessment of existing distribution systems. Book distribution now tends to use an almost exclusive approach of 'traditional' book stores. It seems that one must now develop at least a more 'selective' distribution utilising other existing retail outlets, which may not now carry books. More use could be made of Drugstores, Groceries, and sidewalk vendors, or even door-to-door salesmen. Distribution is critical and an effective and efficient distribution system will have to be developed.

(iv) Promotion:

There is a minimal amount of book promotion in the region at the moment. Any marketing plan must develop a vigorous and sustained promotion plan. This too would be an essential plan in any programme designed to increase the readership levels in the region.

Any assessment of market size, must also take account however of the tremendous market possibilities in Haiti and the Dominican Republic. Both these countries not only present relatively large markets, but officials are very articulate about their enthusiasm for the proposed enterprise.

The Dominican Republic has a population of five and one half million persons. Of this, over one million represents school age population. In 1980, over eleven percent of central government expenditure was devoted to education. A review of sectoral development plans for the Dominican Republic, reveals tremendous concern with the existing unemployment rate in the vicinity of twenty percent. Projections indicate that the growth rate of the labour force is expected to increase. Development plans therefore are placing a heavy emphasis on the expansion of remunerative employment opportunities. This will dictate the need for massive on-going programmes of training and re-training of workers. This developmental priority therefore opens up marketing possibilities in the adult education market.

Haiti offers no less attractive market possibilities. Haiti's population stands at just over five million. Haiti records that some seventy-five percent of its population may be considered rural. This poses particular challenges because therein is centred the core of a literacy problem, with its attendant needs for special teaching materials and publications. The government records that some fourteen percent of its expenditure in 1978 was devoted to the Education Sector. Existing development plans seem geared to generation of more employment opportunities, and a decrease in regional disparities. The achievement of this must rest in part on a concerted training and education programme. This therefore would also present the enterprise with marketing opportunities.

Conclusion:

Market size has traditionally been seen as one constraint to development for Caribbean countries. This factor may yet again form a significant variable in the development of the enterprise. Market size could, however, be increased through the use of creative marketing techniques. All too often creative marketing is excluded from development plans. This deficiency ought not to characterise planning for this enterprise.

Where market size may adversely affect optimum production runs, and therefore costs, regional governments must be prepared to subsidise. The enterprise, however, must recognise the urgency of developing sound and creative marketing plans for the region.

SOURCES OF MATERIAL:

This study was not geared to identify in detail all the sources of material which could be produced by the proposed enterprise. In a general way, however, it could point to possibilities and potential.

It is interesting to note that the Caribbean Community Secretariat produces a CARICOM Bibliography. This bibliography attempts to list

all material currently published in 1980 covers imprints of 1979. This volume lists over one thousand items. While all of these will not have a significant market, a significant percentage now published for limited readership, could in fact command much wider regional and international readership. This bibliography, therefore, points to a pool of material which is already published in limited form, and which could provide a rich source of material for wider publication.

This study also identified a number of written manuscripts which have not yet been published. The vast majority of these identified so far have been written by University lecturers or secondary school teachers. These manuscripts tend to be targeted to University and/or secondary school markets. In addition, there are a number of teachers at both levels who are either in the process of writing, or interested in writing. The problem encountered has generally been to find a publisher willing to produce the material.

The Caribbean Documentation Centre of the United Nations Economic Commission for Latin America Office for the Caribbean, produces CARISPLAN Abstracts - an abstracting journal which identifies Caribbean documents - published and unpublished - in the socio-economic field.

A great deal of the material identified by CARISPLAN Abstracts is unpublished, and consequently has limited distribution.

The services requested from the Caribbean Documentation Centre indicate that the documents listed in this journal have a potentially wider audience than presently exists, and it would seem that the creation of a Caribbean Enterprise responsible for the production and distribution of printed and audio-visual materials would help to meet this need expressed by the users of the Caribbean Documentation Centre.

The development of this proposed enterprise would therefore provide an outlet for many manuscripts. It is clear too that many actual or potential writers need editorial assistance, which is now generally absent in the region. This void the enterprise may well fill.

It is also obvious from this study that many writers, in fact engage in writing as a part-time activity. This approach both slows down the process of production, and may well adversely affect the quality of the work. A system is needed which will allow writers to be free from other work activity, particularly during the period of material production. Governments may therefore have to consider seconding teachers for instance, from teaching to allow them to produce material, and then return to the classroom. It is envisaged that this process of secondment could be to the proposed enterprise.

The problems outlined are as critical for the region's poets and novelists. The proposed enterprise could therefore serve as a catalyst. The development of a regional publishing facility will provide an incentive for many of our creative people, who may now be dormant to come forth with their works.

The sources of material with respect to audio-visual activity is perhaps even more obvious. Many teachers noted the need for Caribbean material for the teaching of Science, Geography and Social Studies. Much of the material for this is to be found around us. The flora and fauna, the mountains and plains, the people and their culture, provide the material for such audio-visual presentations. The need is for an institution to provide the researchers, the script-writers and the producers to turn our natural resource and habitat into a format which can be used for educational purposes.

This study suggests that there is no problem with respect to sources of material. Indeed, the Caribbean Studies Association lists over seven hundred authors from the region. The Caribbean Examinations Council, and various Ministries of Education have identified teachers who have worked on developing rough manuscripts. The challenge is harnessing these sources and directing their efforts and energies.

The role of editors, publishers, researchers and producers loom large in this scenario. While one can identify existing material, and people capable of producing the material, there is a need for professional guidance to ensure that the material is presented to suit its intended audience. One critical task of the proposed enterprise therefore will be to provide the publishing expertise which will ensure that the region can truly share the knowledge and ideas of its people.

III. PRODUCTION ISSUES

This study also sought to gain some insight into the production capacity for books and audio-visual material in the region. Constraints of time confined these investigations to the islands of Barbados, Grenada, Guyana, Jamaica, St. Lucia and Trinidad and Tobago. Detailed information was not readily available. This discussion is therefore sketchy, and it is suggested that a somewhat more detailed examination would have to be undertaken as a matter of priority by the proposed enterprise. Indeed, Jamaica has been seriously considering the execution of a production inventory study to develop a complete picture of its production capacity. Appendix I, however, provides an overview of the Cuban experience.

BOOK PRODUCTION:

The larger islands with the exception of Guyana, all have over one hundred printeries and print shops capable of printing some kind of booklet, with a few capable of printing relatively sophisticated, high quality books and magazines. Barbados has 125 printeries, Trinidad and Tobago 150, and Jamaica approximately 170. Barbados has only three large printeries actually printing books. Trinidad and Tobago has ten (10) with book printing capacity. Jamaica has a number of printeries with this facility. Guyana has one major printery, while there is very limited book printing capacity in the smaller islands. All the other countries have some installed capacity for printing.

It is to be noted that the range of services offered by the printeries vary. Some printeries supply all the inputs for a job, i.e. graphics and photographs, type-setting and colour separation, while others supply only the printing and binding. Most Trinidad-based advertising firms and publishers are doing their printing in Barbados (small orders of 10,000 or less) and their large orders in Miami. Colour separations are generally done in Miami.

The larger islands have Government printeries. These are generally heavily utilised and have no spare capacity. Jamaica, however, seems to have a significant amount of unused capacity in three Government controlled organizations:-

- (i) The Jamaica Adult Literary Movement.
- (ii) The Ministry of Education.
- (iii) Agency for Public Information.

The survey suggests that there exists excess productive capacity for books in Barbados, Cuba, Jamaica and Trinidad and Tobago, and considerable experience exists in this field in these countries. In fact, four books targeted for students attempting the Common Entrance Examination in Trinidad and Tobago were printed by Cole's Printery in Barbados within a six month period. Cuba has also been producing material for Grenada. Indeed Cuba has offered to put its excess capacity to use to satisfy the needs of the rest of the region.

The productive capacity is not the only important factor here. What is more important is that books are being produced in each country or have been produced but because of the economics of book production and distribution, and the lack of information in Caribbean countries about one another, these are very costly and restricted only to one country.

Based on this cursory survey the following seems urgently needed:-

- (1) More information throughout the Caribbean about books in print or to be printed, and better market research about the selling potential of some books within the region.
- (2) Given the relevance of some books to the Caribbean people there must be some way of subsidising the cost of the books. A good example is a book printed

in Jamaica by the Agency for Public Information on Jamaica's national heroes. In both the CXC and Common Entrance Examinations the children must learn about Bustamante, Norman Manley and Marcus Garvey. The book is not available in Trinidad and Tobago, but should be. A similar case can be made for many books with local distribution but regional appeal.

- (3) There are some books that should be reprinted either in entirety or in anthologies with other historical/cultural/social material of regional relevance. The missing element is money or an overall organization interested in the Caribbean Culture.
- (4) There are a lot of books still to be written about the Caribbean, i.e. Biographies about some of the present cultural forms and outstanding people etc. The technology or the capacity is not the problem. What is needed is an organization with the funds and commitment that can commission this kind of work.
- (5) It may not be necessary to establish a printery, but preferable to work through existing enterprises.

In book production it might well be necessary to attempt to co-ordinate and harmonise the existing production facilities. Outside of Government and quasi-government facilities, it is a very competitive business with book publishing being only a very occasional episode in a general drama of brochures, advertising booklets, posters, record jackets, business forms, labels and lists.

The Jamaica Government would welcome the opportunity (given the funding for specific projects) to have the sophisticated printing facilities in JAMAL and the Ministry of Education put to use.

The important thing now is to have more copies of some books ... books that are of interest to the region; to work through existing organizations, e.g. C.X.C. to standardise books used as study guides etc., and to help offset the costs of these books, to use print as part of a multimedia approach to Caribbean cultural identification. (See Appendix II for a partial list of the major printers in the region, compiled by the Information and Documentation Section of the Caribbean Community Secretariat).

AUDIO-VISUAL MATERIAL PRODUCTION:

This survey attempted to review production facilities for film, video, radio and record production.

In theory the Caribbean has one Broadcast norm ... the NTSC system which is also the North American and Japanese standard. Trinidad and Barbados adhere to the standard but Jamaica has NTSC transmitting equipment and a different standard for its production/studio equipment. A debate is now raging throughout Jamaica about which standard to use. If Jamaica does not use the NTSC system there would be problems with co-ordinating and harmonising the facilities. There are three Government agencies with film and television production capacity if Jamaica outside of the Television station and all three have time on the station. All three use different standards of production equipment and although the Government is now trying to harmonise and rationalise its television operations it would be some time before this becomes a reality.

Unlike Trinidad and Tobago and Barbados, there are no established video production houses in Jamaica. Three companies, Media Mix, Mongoose Productions and Cinecomm have film production facilities. The JBC, however, has first class film production, including animation facilities and the company is willing to work on joint ventures with outside agencies if the funds are available. However, most film processing for important projects cannot be done in the Caribbean. This adds cost and delays to the projects. (This goes for Trinidad and Tobago and Barbados as well).

The Government of Trinidad & Tobago has two full production/editing facilities: the Mucurapo Schools Project and the Television Unit of the Public Relations Division of the Prime Minister's Office. There are three complete professional, broadcast, quality video production houses and several film production facilities. The three companies, Video Associates, AVM and Banyan all have more work than they can handle. Video costs average \$500 per hour of studio time and about \$20,000 per fifteen minute documentary when the company supplies all facilities. All three companies are willing to work for less if the sponsor supplies production, research, script and editing expertise.

Barbados has one television station, Caribbean Broadcasting Corporation. Although the Corporation is short of working equipment it is not averse in principle to working with outside agencies on any production if the funds are available or supplied.

Cuba has also developed expertise and capacity in film production on which the rest of the region could draw.

The Government Information Services have good equipment and staff for both film and video and have cooperated in the past with other governments and agencies in producing material within Barbados with relevance outside of Barbados. Barbados has an Educational Television Production facility, but it is now being re-organised. This is also a relatively good facility. There is one established video production company with semi-professional equipment but the rates are high and average more than the Trinidad rates. Another firm, Fotografics is now acquiring equipment.

With respect to video, once the equipment is NTSC, anything shot in one country can be added to something shot in another and can be played on any television set in any of the three countries. (See Appendix III for major Audio-Visual Companies and Television Stations in the Region).

RADIO:

Radio is still a highly regarded and used medium in all the countries. Jamaica is the largest user of radio and has two commercial stations. It also has an agricultural radio project and a rural radio project. There are several Governmental organizations with facilities for and expertise in radio programme production, e.g. API, JAMAL, Ministry of Education.

Barbados has two stations and will soon have a third. The Government Information Services and the Ministry of Education also have radio production facilities.

Trinidad and Tobago has two radio stations and the Radio Unit of the Public Relations Division has production facilities.

There is no practical problem with harmonising and coordinating the radio facilities. The standard for broadcast is the same and most of the equipment is the same. In any case it is a simple technology to acquire. All a producer needs, most of the time, is a tape recorder.

It is obvious that the productive capacity for audio-visual material is greatest in Government owned organizations within these countries. However, although these facilities would be cheapest in the long run there would be some initial problems with their use:

- (a) Getting permission takes time and requires cutting through or getting entangled in a lot of red tape, etc.
- (b) The facilities are heavily used and/or the staff keep rigid hours (e.g. 8.00 a.m. to 4.00 p.m.) and do not get paid for working overtime and so are reluctant to help out if it required work after hours.
- (c) People within these organizations are reluctant to let outsiders use their equipment.

- (d) The commercial radio stations would rent production facilities and would allocate time for programmes at relatively low cost.

- (e) A viable radio project with inputs from all three countries would take long to set up although everyone admits to the necessity of having programmes of Caribbean significance.

RECORD PRODUCTION:

Record Production in Trinidad and Tobago has declined enormously and only limps along on Government assistance and protection. Lack of expertise (production and marketing), the seasonal nature of the Trinidad business (geared for Carnival) and competition from Barbados, Jamaica and Miami have all created problems for the industry. Although three factories are listed as existing, none really has survived.

Barbados has one major record factory (WIRL) West Indies Records Limited which produces most of the records for the Trinidad producers. Jamaica now has the most modern facilities in the Caribbean and three companies, Byron Lee, Tuff Gong and Aquarius have 24-track units and can provide all services at a competitive rate. The Jamaican record industry is now under investigation because of charges of piracy of material, etc.

CONCLUSIONS:

One thing that stands out very clearly is the lack of communication among people engaged in corresponding activities within the Caribbean region. It would be necessary to encourage the formation of regional associations of printers, publishers, writers, record producers and manufacturers, people in different areas of film, television and radio. It would be necessary to have specialists in each field prepare detailed inventories in the areas of print and audio-visuals of institutions, people, approximate costs and facilities available. It would be necessary for some regional organization to initiate the formation of these associations or where they exist to

resuscitate them. One way would be through grants to the Caricom Secretariat or other organization for conferences, etc.

Of critical significance is the fact that a lot of material in all areas has already been produced. Radio producers in Barbados want to know about some Trinidad programmes. The same goes for print and other material. There is an urgent need for a software inventory from all sources of existing material ... books, audio-visuals, records of importance to the entire region.

IV. LEGAL ISSUES

This section of the study examined two legal issues which will impinge on the proposed enterprise. (See Appendix IV for opinion of Counsel). These issues were:

- (i) A review of company law.
- (ii) Copyright concerns.

COMPANY LAW ISSUES:

The enterprise can conveniently be carried on through the medium of a company registered under the Companies Act of any of the participating States. There are two tenable alternative forms of organisation for such a venture.

- (i) Registration of a holding company in one selected jurisdiction with subsidiary companies registered in each of the other participating States.
- (ii) Registration of the enterprise within one jurisdiction with branch offices in other participating States.

It is to be noted that if subsidiary companies are established in each participating State then the local or municipal legislative strictures affecting the holding of shares by a foreign company in a local company will apply. The burden of meeting the several requirements may be very onerous. Indeed, many Commonwealth Caribbean countries have enacted legislation prohibiting a foreign company or individual from holding shares in a local company unless a licence is first obtained from the relevant authority in these countries. In Trinidad and Tobago the Aliens Landholding Act is the applicable legislation.

Registration of the enterprise in each participating State appears to involve formalities and expenses with no real advantage.

It would appear, therefore, that the second alternative should be adopted. In this regard a company registered in Trinidad and Tobago, for example, can establish a place of business in any of the participating States. Given the nature

of the enterprise under consideration it is to be recommended that a statutory corporation be established in which participating States hold a predetermined portion of the authorised share capital. The enterprise may then be initially registered in one State.

The statutory corporation being proposed should provide for the transfer of shares between member States. It shall also have the power to invest and to borrow money. Its assets should be free from restrictions and exempt from direct taxation. The legal form of the recently established Caribbean Food Corporation, could provide a useful guide in the development of this enterprise. (See Appendix V).

The Caribbean Food Corporation, established in 1976 by agreement between the twelve Caricom member states, has the following objectives;-

- (a) the production, processing, packing, storage, transportation, distribution and marketing of food;
- (b) to identify, plan and implement all stages of agricultural production schemes;
- (c) to co-operate with national agencies.
- (d) to mobilise funds, technical and managerial skills from within and outside the region to promote, finance and implement agricultural production schemes;
- (e) to organise and facilitate the bulk purchase of agricultural inputs as well as marketing and other services associated with agricultural production schemes.

The Corporation is still in its infancy, and in the process of developing projects to achieve its objectives. It provides, however, a useful frame of reference for the establishment of the proposed enterprise.

COPYRIGHT ISSUES:

The copyright law currently in force in each of the English-speaking Caribbean States is essentially United Kingdom legislation. The pertinent acts being either the Copyright Act 1911 or the Copyright Act 1956, adaptation of which to local circumstances is on the one hand isolated and on the other, limited to penalties.

The 1956 Act repealed the 1911 Act to take account of modern technological trends advanced methods of publication, storing and retrieval of material and the emergence of co-operative bodies such as the Performing Rights Society for administering copyright interests.

Both Acts protect original, literary, dramatic, musical and artistic works.

"The purpose of the copyright laws is to encourage and reward authors, composers, artists, designers and other creative people as well as the entrepreneurs who risk their capital in putting their works before the public. This is done by giving to the author, or in some cases his employer, certain exclusive rights to enjoy the benefit of the created subject matter for a limited time, usually the life of the author and fifty calendar years." ^{4/}

The Table below outlines existing copyright arrangements in the Caribbean.

REGIONAL COPYRIGHT ARRANGEMENTS

<u>State</u>	<u>UK Copyright Act in force</u>
Antigua	1911
Barbados	1911
Belize	1956
Dominica	1911
Grenada	1956
Guyana	1956
Jamaica	1911
Montserrat	1956
St. Kitts/Nevis/Anguilla	1911
St. Lucia	1956
St. Vincent	1956
Trinidad and Tobago	1911

The 1911 U.K. Copyright Act has been extensively repealed by the 1956 legislation but the repeal has not taken away the effectiveness of the Act in the States tabulated above. Its provisions are narrower than the 1956 legislation

^{4/} Laddie, Prescott and Victoria: The Modern Law of Copyright, 1980 Edition

and these will be summarised for the purpose of this dissertation.

By Part II of the 1956 U.K. Copyright Act also subsists in every sound recording of which the maker was a qualified person at the time of its making or which was first published in the United Kingdom or in another country to which that part of the Act applied.

The Acts restricted by the copyright in a sound recording are:

- (a) The making of a record embodying the recording.
- (b) The causing of the recording to be heard in public.
- (c) The broadcasting of therecording.

Section 12 provides that the act of causing a sound recording to be played in public as part of the activities of, or for the benefit of, a club, society or other organisation which is not established or conducted for profit and whose main objects are charitable or are otherwise concerned with the advancement of religion, education or social welfare does not constitute an infringement of the copyright in the recording.

Copyright also subsists in cinematographic film and the following acts are restricted as an infringement of the copyright therein, viz., the making of copies of films and broadcasting and transmitting same to subscribers.

Television broadcasts and sound braodcasts which, by definition include the braodcast of visual images and sounds by television, are also restricted by copyright.

Infringements of copyright are contained also in the importation into a country, without the licence of the owners, of the copyright of any works defined in the Act, if to the knowledge of the importer the making of that article constituted an infringement of that copyright. The selling, letting for hire, or by way of trade offering or exposing for sale or hire or exhibiting in public by way of trade of any such article, constitutes infringement.

The owner of any copyright is entitled to all rights and remedies in respect of the conversion or detention by any person of any infringing copy as he would be entitled to if he were the owner of every such copy, and an exclusive licensee of

such copyright shall have the same rights of action and be entitled to the same remedies as and concurrent with the owner.

The author or publisher may pass the legal title to his copyright by grant of a licence or by an assignment.

In the case of agreements between authors and publishers, or theatrical producers, it is often difficult to distinguish between a sole and exclusive licence and an assignment of copyright. Where the agreement between the author and his publisher contains no express terms as to the copyright if the consideration is payment to the author of royalties or a share of the profits instead of a sum of money paid down, the inference is that the copyright is not assigned, but that a sole and exclusive licence is conferred upon the publisher.

Where the author, however, in consideration of a sum of money paid to him, agrees with the publisher that the latter shall have the sole right of printing, reprinting and publishing a book without any limitation as to time, this would seem to constitute a perpetual licence, and might even be construed as an assignment of copyright.

A legal assignment of copyright, or of any part thereof, vests the right assigned in the assignee so that he becomes the owner of the right and may take proceedings against persons who injure or who have infringed it; apart from express agreement the assignee of copyright may alter the work as he pleases, provided that such alterations, if published under the author's name, do not amount to a libel on the author, or to a "passing off" of other work as the work of the author.

An assignment of copyright imposes no obligation on the part of the assignee to publish unless it is a term of the agreement that the work shall be published by him. This is so even when the only consideration for the assignment is payment by royalty or a share of the profits.

V. ORGANIZATIONAL ISSUES

Perhaps one of the outstanding features about the system for producing and distributing material in the region, is the lack of organization. There is really no focal point, or organization within any country which seeks to direct the activity relating to the production and distribution of material.

With the larger territories the publishers would either seek out material, or review material sent to them for publishing, and depending on their arrangements or affiliations, use either local or overseas printers. The printers tend to be in direct competition with each other for commercial work. For most of them book production is not that central line of activity. The booksellers are also in direct competition with each other, and appear generally to be more concerned with profit margins than with the creative marketing of books, or the development of book production systems.

In some cases interest associations have been formed with the book industry. In Trinidad and Tobago, for instance, there is a booksellers' association. This association, however, seems now more concerned with relating to government regulations and systems which affect the importation of books. In Barbados and Jamaica, there has been some activity relating to proposals to develop Book Development Councils. There are associations of librarians within countries, and a regional association exists.

Within Ministries of Education, units have been developed to deal with curriculum development and the associated production of materials. In some cases, notably in Jamaica and Guyana, material has been produced by the Ministries of Education for use in the school system. In Trinidad and Tobago, there are plans for a teacher resource center, which would deal with the concerns of material development and production among other things.

What seems lacking through all this, however, is a systematic and concerted organizational structure, which would allow all actors in the system of book production and distribution to meet on common ground to plan national and regional strategy. In this regard, regional governments could usefully examine the UNESCO proposed model for Book Development Councils, with a view to amending the model to suit Caribbean situations. There has been some discussion of a Council of this nature, particularly in Jamaica and Barbados. If these Councils are formed in each island it would provide a useful forum from which book production and distribution strategy could be developed. The Council would also provide a critical link between each country and the proposed enterprise.

The National Book Development Council could have the following among its objectives:

- (i) To bring together the different groups, public and private, concerned with the book industry problems, to permit heightened awareness of problems and issues relating to the book field.
- (ii) To support and strengthen associations within the book industry where they exist and to urge the formation of such groups where they do not exist.
- (iii) To encourage the establishment and maintenance of high professional, technical and ethical standards in all segments of the book field.
- (iv) To improve performance in every segment of the book field by encouraging the organization of training courses, establishment of permanent training institutions and seminars and meetings devoted to the various aspects of the book field.

This council could consist of representatives from organizations such as the Ministry of Education, Ministry of Planning, Librarians' Association, Publishers' Association, Booksellers' Association, Writers' Associations, and others involved in the book business.

The development of these councils could be a critical parallel activity to the formation of the proposed enterprise. The councils would provide a viable organizational structure which could relate to the enterprise, in articulating the needs and priorities of member countries.

The discussion so far has concentrated on organizational issues relating to book production and distribution. It is to be observed that a more chaotic state exists with regard to organization within the audio-visual industry. There is also the need for organizational restructuring to streamline and give a sense of direction to the audio-visual industry in most of the countries.

One related critical organizational issue affecting book production and distribution concerns the assignment of ISBN numbers. The Caricom Secretariat has advised that they have been assigned the agency for ISBN numbers for Caricom countries. This is certainly a critical factor for the proposed enterprise, though it is to be noted that negotiations must still proceed with respect to an agency for ISBN for non-Caricom members of CDCC.

In conclusion, therefore, one may note the need to develop meaningful structures in the book industry. It will be imperative that the enterprise relates to all the institutions in the book industry. This relationship would need to be developed at both the individual and collective level. The collective structure needs to be developed within each country.

In this regard it is instructive to note the network established for Book Production and Marketing in Cuba (See Appendix). The Cuban model demonstrates the possibilities of building interlocking institutions operating to serve the needs of the market. Indeed, included in the Cuban model is a facility for the production of auxiliary materials, such as rulers, biology models and molds etc. This offers untold possibilities for developing linkages in the Caribbean economy - utilising Guyanese lumber and the forest reserve of Dominica and Belize for instance.

VI. CONCLUSIONS AND RECOMMENDATIONS

As this study progressed it became clear that regional governments, while interested and very concerned about audio-visual material, placed immediate emphasis on book production and distribution. In response to this identified priority, the study focused its attention on issues relating to the book industry. The study was, however, not designed to investigate the economics of material production and distribution. The 'feasibility' of the enterprise, therefore, must be stated not in 'economic' and 'profitability' terms, but moreso with respect to identified needs, political will and interest, and developmental priorities of the region. In these terms the enterprise is both feasible and absolutely essential.

This study concludes that there is an immediate need in the region for an enterprise which will concern itself with issues relating to book production and distribution. The enterprise should concern itself with fostering the development of books, facilitating their production, and guiding their distribution. This suggests that the enterprise does not immediately need any physical production capacity, but rather should utilise regional capacity, which now exists.

With respect to fostering the development of books, it is envisaged that the enterprise would provide editorial and publishing facilities for regional writers. The study notes the existence of manuscripts in the region which have not yet been published; it also notes a number of persons in the region with the capacity and willingness to write. In both these instances, however, writers and potential writers lack access to a publishing facility committed to the region, and with the editorial resources to assist and channel their literary efforts. The enterprise, therefore, should be staffed with persons who could provide such editorial assistance.

It is also envisaged that writers could be seconded to the enterprise for periods of time to allow them to work on manuscripts. So that regional

governments, for instance, could second teachers to the enterprise to facilitate the development of teaching material.

The enterprise should also provide typesetting and lay-out facilities. These facilities seem generally lacking in the region, and their provision could greatly expedite the printing and production of material.

Once the manuscript has been prepared the enterprise should be responsible for identifying and contracting a suitable printer for the production of the work. The enterprise staff should monitor the work being done, and generally work with the printers to ensure deadlines and schedules are kept. Regular evaluation of regional printing facilities should be undertaken by the enterprise.

The enterprise should then be responsible for the marketing and distribution of the finished product. It is also envisaged that the enterprise could function as a regional facility for the importation of books (particularly textbooks) into the region. The enterprise, therefore, could provide the service of book importer, which the LDC's Ministers of Education are very concerned about. In this sense, therefore, the enterprise would provide an Import-Export function for books. It is to be noted that this does not necessarily involve the enterprise taking physical possession of all books imported in the region, it could direct the movement of the books from overseas publishers to the required location. Within the region the enterprise should, however, be charged with the responsibility of developing and implementing effective marketing plans for its regionally produced books.

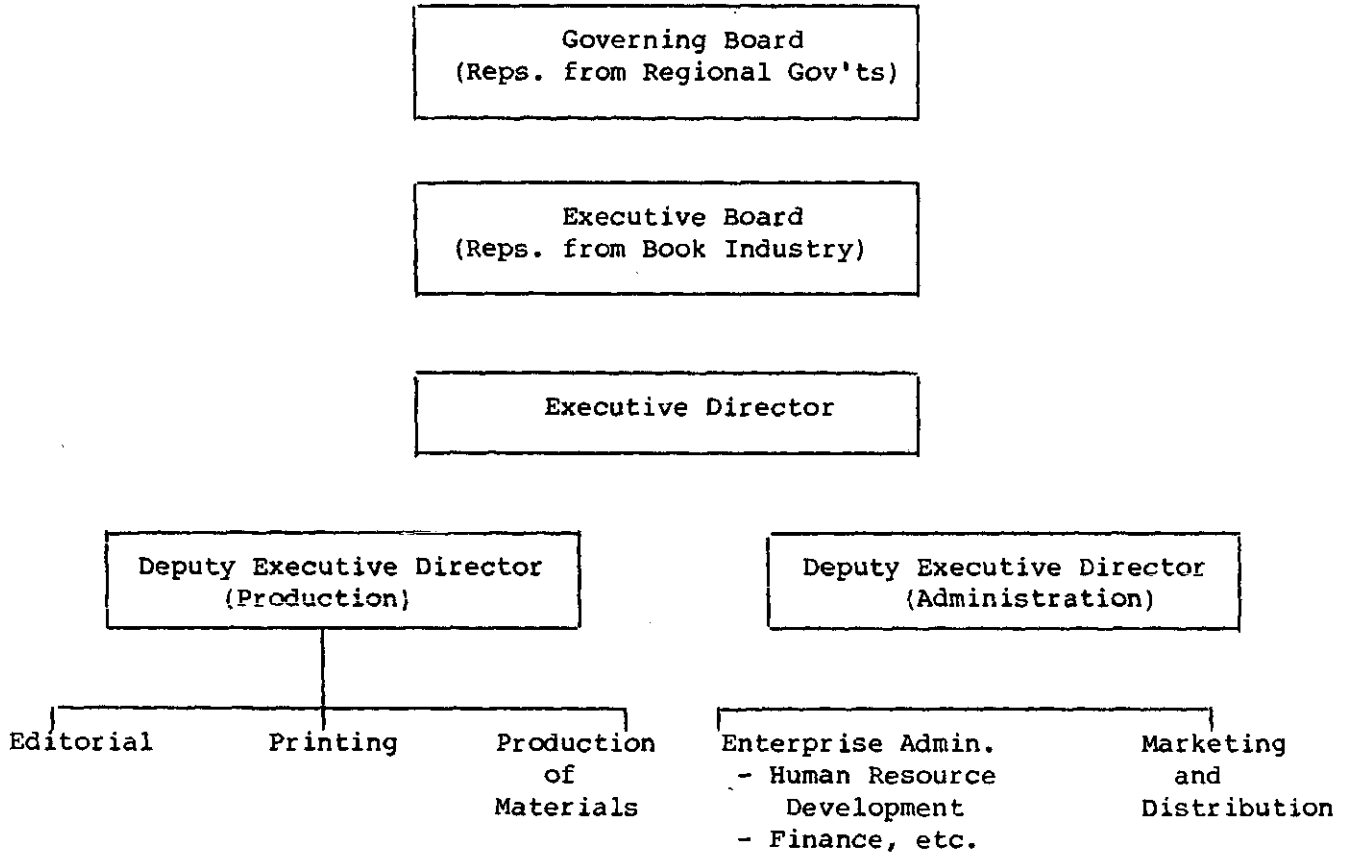
In addition to these functions the enterprise should serve as a clearing house for information on all material produced and published in the region. This study noted the lack of information in the region about work, and publications. So that Jamaica is not aware of what is happening in Trinidad and vice-versa. The development, CARISPLAN Abstracts by the ECLA office for the Caribbean and of the Caribbean bibliography by the Caricom Secretariat is one attempt to deal with this issue. Indeed, the proposed enterprise could well assume responsibility for the production of the Caribbean bibliography.

This discussion of the possible role and function of the proposed enterprise, clearly has implications for its structuring, staffing and financing. The initial staffing of the enterprise will be critical. The enterprise should be headed by an Executive Director who has experience and skill in the development and management of a publishing house. The enterprise must also be resourced by a team of editing staff, who would have the responsibility of working with writers in the production of their manuscript. This editing staff should have subject specialization to ensure their familiarity with the material, and easier working relationships with writers. The enterprise should also have a team responsible for liaising with printers. Since it is proposed that the enterprise provide typesetting and layout services, staff specialists in these areas would also have to be employed. The enterprise would also have a Marketing and Distribution department with appropriate staff. Structurally, it is proposed that the enterprise have both a Managing Board, and an Executive Board. (See Figure 1 for proposed organization).

The Government Board may comprise of representatives from each of the contributing member States. It should set and review broad policy guidelines for the enterprise. Its Chairmanship should rotate.

The Executive Board would meet much more frequently than the governing board. This Executive Board would review working targets of the enterprise, and would translate the working boards' broad policy to clear-cut objectives. This board should be chaired by the Executive Director, and should comprise representatives from the book industry in the region, as well as the two Deputy Executive Directors. This board by virtue of this representation will have the views and input of the regional book industry. It may be observed that when the National Book Development Councils are formed, these councils may nominate representatives from each council - one nominee from each council.

FIGURE 1 : PROPOSED ORGANIZATION CHART OF ENTERPRISE



Internally, it is proposed that the enterprise appoints two Deputy Executive Directors - one responsible for production and the other for administration. Under the umbrella of administration the department responsible for Enterprise Administration would be responsible inter-alia for Human Resource Development and Finance.

Human Resource Development would cover all facets of this activity. This section proposes to highlight only the training function. The Enterprise must play a key role in training persons operating at all levels of the book industry. The Enterprise Staff must be trained, and other Caribbean people must be exposed to training in all aspects of book production and distribution. The enterprise unit responsible for Human Resource Development must coordinate this training activity.

The financing of the enterprise is another critical area. While this study has not been geared to examine costs and returns, all indications are that in the short-run the Enterprise will not be profitable. It will have all expenses relative to book production, salaries, fees and royalties, printing costs, etc., the existing market size does not suggest short-run return from sales to cover expenses. This is particularly so, given the regional governments concern for relatively cheap books. The Enterprise, will therefore, require substantial government subsidization in its initial period. Governments must now be prepared to make this commitment.

The Enterprise as now envisaged would be located in one country, and will establish relationships with all other elements of the book industry within each territory. One other issue that needs to be addressed is the location of the Enterprise. In reviewing this issue, a number of critical factors have to be considered. Among these factors are: (i) prevailing infrastructure; (ii) ease of movement to regional markets; (iii) Economic condition of respective territories; (iv) government commitment to the Enterprise. Regional governments may wish to review other factors, for instance, the location of other regional facilities could be considered. This study would, however, suggest Trinidad as the location for the Enterprise.

This study notes that while the enterprise should immediately concentrate on books, its eventual aim should be to include all audio-visual material. Given identified needs and interests, and the complexities involved, it is strongly urged that book production and distribution be accepted as a first priority of the enterprise, with the eventual introduction of other audio-visual material.

This study further urges Caribbean governments to establish a team, with a mandate to establish this enterprise within a specified period. It may be noted that while an Enterprise funded and supported by all regional governments is the ideal, an individual government with the resources and commitment may well take the initial steps to its formation and make the resources of the Enterprise available to the region.

A P P E N D I C E S

TOWARDS A CARIBBEAN ENTERPRISE FOR THE PRODUCTION
AND DISTRIBUTION OF PRINTED AND AUDIO-VISUAL MATERIALS
- THE CUBAN EXPERIENCE -

Prepared by
Lazaro Jordan Mesa

MARKET ANALYSIS AND THE METHODS AND MEANS OF COMMERCIALIZATION

1. Introduction

The book trade in Cuba is organized as a system composed of two national enterprises (The National Book Distributor Enterprise -ENDL- and the Empresa Ediciones Cubana) and 15 provincial enterprises which correspond to the country's 14 provinces and one special municipality.

The national enterprises are subordinated to the Ministry of Culture and the provincial ones to People's Power, which are the governing bodies of each province.

The National Book Distributor Enterprise is in charge of negotiating and signing contracts with the national publishers, depending on the requests it receives from the different provinces. It then ships the requests to every provincial warehouse. This enterprise also commercializes imported books.

The provincial enterprises have a network of bookstores scattered throughout their respective territories. They also have warehouses which receive the books sent by ENDL and then distribute them to the various bookstores.

The bookstore is the basic cell for the sale of books and also has the function of spreading culture through the launching of books, get-togethers with the authors, talks, exhibits, etc. The bookstores organize the sale of books in other centers such as work places, schools, outdoors, etc. It also sponsors social book stores, supplying them with books and technical advice.

The social book stores are administrated entirely by trade unions, student associations and non-profit organizations and are set-up in schools,

factories, work centers, etc., keeping a percentage of the profit from the sale of the books.

Another important promotional aspect is the holding of the Annual National Book Fair. It includes a wide range of activities such as round tables, debates, the launching of special books, contrasts, etc. The objective is to give wide publicity to the books and their literary values. The other provinces also have their own Book Fairs.

2. FORMULATION OF THE NATIONAL DEMAND

2.1 Demand for Textbooks

Before starting our analysis we should make it clear that any analysis of demand must necessarily distinguish between the demand for textbooks and the demand for books for the population in general. In the first place, in the Republic of Cuba top priority has been - during the last few years as well as today - to satisfying the demand for educational books. In the second place, the publishing and graphic industries rely heavily on this genre because of its volume, frequency and the stability of its parameters.

From the publishing point of view, practically all the textbooks are elaborated by Cuban authors (except university texts where a movement has been growing recently whose objective is to replace books by foreign authors with others by Cuban writers). In addition, the publishing work - design and cover, editing and proofing, etc. - is done entirely in Cuba.

Once the textbooks (excluding those of the university) have been printed, they are handed over to a national distributing enterprise which collects them and distributes them to the provincial enterprises, which then sends them to the schools in the different municipalities.

The university books follow the same publishing path but their distribution is carried out by ENDL, which takes the books directly to the universities and their branches.

2.2 Demand of Books for the Population at Large

The nation's publishing houses put out precatalogues in which they offer their proposals for books for the coming year. These precatalogues contain a bried outline of the works and general data about the authors, the binding, the edition, price, etc.

They are circulated to all the centers which comprise the system for the commercialization of books reaching even the booksellers. The book stores are the first to make their own requests; to these are added the demands of the provincial and national enterprises. Requests can be made for books which do not appear in the precatalogues and will later be analyzed to see if they are economically and culturally feasible.

ENDL gathers together all the demands and consolidates them on a nationwide basis. It then informs the publishers of the total number of copies requested, making up contracts for the delivery of the books the coming year. In the case of discrepancies between the publishers and ENDL, they are submitted to discussion in search for a common understanding, but ENDL has the last word.

In drawing up the book requests, the book stores and enterprises rely on socio-economic profile of their respective zones plus the results of special market research. However these are still not sufficient. The pre-catalogues have recently been put at the disposition of the reader in order to determine the demand in a more precise and direct fashion.

3. IMPORTATION

The importation Plan is elaborated by comparing the needs for foreign publications with the country's economic resources available for this.

Once the plan is defined by the Central Planning Board, the resources are handed over to the Accounting Center within the Ministry of Culture, which distributes them among the country's different institutes and enterprises.

The Empresa Ediciones Cubana is responsible for all the importation and exportation of books, booklets and all kinds of periodical publications.

The Importation Sub-Division of the Empresa Ediciones Cubanas contains an information section that offers bibliographical information and catalogues to the institutions in order to elaborate their plans. These, in turn, present their requests for publications via the National Book Distributor Enterprise, in the case of books, and directly with Empresa Ediciones Cubanas in the case of periodical publications.

Empresa Ediciones Cubanas processes all material and proceeds, through its contracts with publishing houses all over the world, to make purchases. In order to do so, it uses its commercial representatives in different foreign countries, as well as business trips, fairs, etc. where the corresponding contracts are signed.

Prior to this the details are worked out as to special editions. As far as deals with the socialist countries, the Ministry of Foreign Trade of Cuba signs annual agreements and protocols regulating and establishing the commercial mechanisms to be followed.

Once the corresponding contracts are signed, specifying prices, costs, delivery dates, etc., the bank mechanisms established in the contracts and agreements are followed and fulfillment of the timetable for deliveries is checked.

The imported books are delivered to the National Book Distributor Enterprise which then makes them available to the public.

Periodical publications are delivered directly to the public via, Empresa Ediciones Cubanas which has a system of control and delivery and makes periodic checks with the users.

4. SITUATION OF THE NETWORK OF THE BOOK TRADE

In 1980 the network for the commercialization of books has had the following characteristics;

<u>Establishments</u>	<u>Beginning of the year</u>	<u>End of the year</u>
Book stores	242	258
Social book stores	609	713
Stands (maintained by book stores)	51	39
Sales points (in other establishments)	29	38
Total	931	1048

As can be observed, the number of establishments for the commercialization of books went up by 117 in 1980.

The existence of 258 book stores represents an average of one per 37,906 inhabitants. The province with the smallest ratio has one book store, per 21,869 inhabitants, while the one with the largest has one per 57,248.

5. OTHER FORMS OF SALE

The social book stores in work and study centers grew by 104, that is from 609 to 713. This figure is expected to increase considerably during 1981. The sales extensions grew by 42% with respect to 1979, jumping from 8,688 to 12,318. In 1981 they are expected to grow by 29%, reaching 15,946.

6. DEVELOPMENT OF PROMOTION

The following shows the development of these activities during 1980:-

<u>Activity</u>	<u>1979</u>	<u>1980</u>
Fairs (including those in municipalities)	728	967
Book Days	347	865
Exhibits	191	299

An analysis of the previous table shows that there has been a continuous increase in these activities in the provinces. An even greater number of activities is planned for 1981.

The number of fairs increased by 32% and a 50% increase is expected for 1981 in relation to 1980.

The number of book days represents a 149% increase over 1979. A total of 2,400 are planned for 1981, which will practically triple the 1980 figure and consolidate this activity nationwide.

The number of exhibits grew by a 57% over 1979, and a 51% increase is planned for 1981.

7. SUMMARY OF SALES ACTIVITY DURING 1981

The level of sales in the Provincial Enterprise during 1979 and 1980 was 10,008.2 thousand pesos and 12,306.0 thousand pesos respectively, a growth of 23% from one year to another.

It should be pointed out that the sales totals for book stores includes the sale of records and other cultural goods, although the fundamental item is books.

ANALYSIS OF THE PRESENT PRODUCTION CAPACITY FOR PRINTED MATTER

1. Introduction

Before the triumph of the Revolution in January 1969, the work in this field was practically nonexistent. While there were a few private efforts to development the systematic publication of different types of books, these enterprises succumbed to the atmosphere of indifference reigning in that era. With respect to the graphic industry, it was limited mainly to the reproduction of commercial prints and a few magazines which had, in general, a low circulation.

The printing of technical and scientific books was minimal and some of the most important authors who arose during the pseudo-republic were forced to publish their first books abroad, as was the case with the late Alejo Carpentier.

The triumph of the Revolution gave the people unlimited success to culture. On March 31, 1959, Law 187 was passed creating the National Press under the Ministry of Education. This institution, the first of its kind in Cuba's history, was in charge of printing works of literature, art and science. At the same time, the implementation of the Literacy Campaign greatly increased the number of potential readers and the nationalization of the existing graphic industries, along with the conversion of newspaper print shops to book publishers, created the necessary basis for accomplishing the Cuban Revolution's great humanist objective in the cultural field as conceived by the head of the Revolutionary Government of Cuba, Fidel Castro Ruz.

The specialization of the means of production laid the basis for planning in this field, with the subsequent rationalization in the use of available printing equipment and raw material. It also allowed for the creation of a completely new technical force capable of solving the problems involved in printing all kinds of books.

As far as sales are concerned, the first measures were aimed at extending and improving the country's commercial distribution network. Previously, the few books which existed were concentrated in small areas of the capital. It must be remembered that illiteracy was widespread throughout the country, especially in the rural areas.

The general balance in the publishing and printing industries from 1959 to 1980 has been as follows:

- More than 14,000 titles, including books and booklets, have been published, with a total of over 500 million copies.
- More than 700 Cuban authors (as of 1978) have had their works published.
- The network of book stores reaches the most remote areas of the country, with an average of one bookstore for every 37,906 inhabitants.
- The Cuban readership has grown drastically throughout the country due to the aforementioned reasons.

Publishing work within the Ministry of Culture is carried out by eight publishing houses and their corresponding leadership bodies. All technical

work is directed and oriented by the Publishing Division of the Ministry.

There are three publishing houses belonging to the country's political and cultural institutions. These publishers print the type of material used in the centers they are under.

The printing industry is concentrated in 4 large enterprises sponsored by the Ministry of Culture. Three of them are in the City of Havana and the other in the most eastern region of the country. These enterprises employ more than 2,500 workers, over half of whom are skilled. Just as in the publishing sector, these industries have been created and consolidated since the triumph of the Revolution.

Cuban books are known in many parts of the world. In 1980 Cuban publications reached 68 countries. Cuba's participation in international events has been increasing and during the past few years Cuban books have obtained distinctions, medals and diplomas in different contests and fairs and in the most diverse genres.

2. Analysis of Existing Production (1981)

(Books and Booklets)

The bulk of the printing capacity in Cuba dedicated to the production of books and booklets is concentrated in the Ministry of Culture. The remaining capacities which exist under different institutions in the country are mainly dedicated to the production of brand labels and different types of prints for commercial activities. We will not consider them in this analysis.

During the first semester of the year, the production of books and booklets reached a level superior to any of those attained in the last five years. The record figure was 18.1 million copies, surpassing the plan by 3%. The demand for educational textbooks was fully satisfied with the printing of over 700 titles and 17 million copies.

From the printing side, the production covered a wide range of findings, colors and formats in accordance with the requests made by the publishers, accounting for the present versatility of the printing industry.

A particular trait of book production lies in the fact that during the first semester priority was given to satisfying the educational demand.

The present available capacity, without taking into consideration the upcoming inauguration of the Palma Soriano Printing Complex and the Small Runs Enterprise, can be appreciated in Tables I, II and III which follow;.

In the Printing Industry, the ability to undertake different types of formats plays a significant role. In the case of the Cuban industry, the draft for regulating the norms, which can be found in the appendix, sets and regulates the formats of books, booklets and magazines and will soon be the official policy of the Republic of Cuba.

PRODUCTION OF EDUCATIONAL MATERIAL IN CUBA

1. Introduction

Within the National Education System the use of educational material such as didactic toys, equipment and experimentation materials, models, slides, pictures, films, etc. constitutes an important aspect in the development of all types of school programs. Although much of the material needed for supplying the school is still imported from different countries, a national industry has been developing since the triumph of the Revolution. At the present time, this industry produces considerable quantities of diverse educational material with the quality required to satisfy the scientific and pedagogic needs in the field of education.

The educational material necessary for the schools is determined by the Ministry of Education. Specialists in the different subjects make up the corresponding lists of material which is then examined by the Permanent Commission for the Revision of Educational Material. Every bit of material is submitted to the same process of evaluation and approval before proceeding to produce it nationally or import it.

2. Organization of the Production of Educational Material

The national production of educational material is undertaken by the industrial enterprises under the Ministry of Education:

The Production of Educational Material Enterprise makes articles out of plastic wood, metal and mold out of paper and plaster.

In the plastic, the industry makes a variety of about 40 articles: didactic toys, rulers, bevels, stencils and various products for mathematics, technical design and other subjects. Among the wood products are drawing instruments for blackboards, didactic toys, etc., totalling about 20 different articles. In metal, 15 different articles are produced, including compasses, small scissors and laboratory equipment for physics and chemistry. Paper and plaster molds come to about 20, including models for biology and geography such as the human torso and the cross section of an ear, cross section of stems, roots and flowers, land reliefs, etc.

The Production of Educational Materials Enterprise is constantly growing through the incorporation of new installations and technological equipment, especially for the production of educational material in plastic and metal.

The Didactic Films and Slides Enterprise produces short-length sound films in black and white, slides, film strips and tape recordings for different subjects and different levels of the educational system. Its catalogue of didactic films contains over 160 titles, some of which have obtained awards at international festivals. It has also produced about 25 slide series and 40 film strips in black and white and color, as well as 20 different tape recordings for language training. The sound tracts are made in English and French, as well as Spanish.

3. The Organization of the Distribution of Educational Material to the Schools

Every new school built in the country is given over to the municipality or province for its administration. The administrative body is supplied with all the material necessary for its functioning. The distribution of these supplies of educational material is a responsibility of the Distribution of Educational Material Enterprise, a national enterprise under the Ministry of Education. Along with textbooks and other goods necessary for the schools, the educational materials produced nationally or imported, which are added to the basic supplies or replacement of supplies, are distributed to the schools by the provincial enterprises. These enterprises supply the goods requested by the provincial and municipal educational divisions of People's Power.

The provincial enterprises consolidate the requests for educational material as presented by the municipalities and, via the corresponding national distributing enterprises, contract the goods with the enterprises which produce them or import them under the Ministry of Foreign Trade.

4. Available Production Capacity

The Production of Educational Material Enterprise has industrial workshops for the production of articles made of plastic, metal wood or molds of paper and plaster.

The workshop for the production of plastic articles is equipped with injection molding machines as well as the corresponding equipment for the preparation of raw material. The molds used for the production of these articles are produced by the enterprise itself in a specialized workshop.

The present capacity for this line of production is 5 to 6 million units of articles per year, depending on their dimensions, the complexity of the mold and other factors which influence the productivity of the equipment.

The number of molds presently available allow for the production of about 40 different articles, but new molds are gradually being incorporated each year to create more variety furthermore, additional injection molding machines have been purchased which, once installed, will considerably increase variety in the coming years.

The carpentry workshop produce about 800,000 units of wooden articles annually, with a variety of about 20 articles. The present workshops will be replaced by a modern installation now under construction which will permit a considerable increase in variety as well as in the total production of these articles.

The production of educational material out of metal is comprised of a variety of 15 articles, with a total of 500 thousand units per year.

The workshop for paper and plaster molds produces about 20 different articles with a total annual production of 100 thousand units.

Didactic Films and Slides Enterprise has a yearly production of about 20 titles of short sound films with 120 copies of each, for a total of 2,400 annually. It also produces about 20 titles of slide series and strips a year, with 4,000 copies of each for a total of 80 thousand annually.

In production process of the different types of educational materials, the elaboration of prototypes, molds, dies and other basic materials which permit

their reproductions constitutes a limiting factor for the full use of available capacity. Once produced, they allow for the production of large quantities which generally exceed the needs of the schools, thus leaving a part of the production capacity underutilized. With the continued development of the distinct technological installations for the national production of educational materials, conditions are being created to make better use of capacity through the export of those goods which exceed the needs of the national educational system.

The value of the production of these enterprises is approximately 8 million Cuban pesos.

5. Production Trends and Present and Probable Sources of Material

The present capacity for the fabrication of plastic articles will be increased. The raw material used is imported in full, and no change is foreseen in this aspect.

The production of molds out of paper and plaster is disappearing and will be substituted by plastic articles which have much greater durability. Presently, all the fundamental raw materials used in this type of production are from Cuba, and this situation will be maintained until this line is finally replaced.

As far as the production of films, the principal raw materials are all imported (both film and reactors) and the possibility of also making color films is being contemplated. At the same time, existing installations will be enlarged.

IDENTIFICATION OF PRESENT AND PROBABLE SOURCES OF PRINTING MATERIALS

The fundamental raw materials for printing are:

paper;
cardboard;
plasterboard;
plates and blankets;
inks;
matrices;
films.

The Republic of Cuba produces 65.1% of the paper it consumes, importing the rest. During the present five-year period, the production of paper will increase with the inauguration of the paper factories Proyecto Cuba 9 and Combinado de Papel Blancos del Central Uruguay. Thus at the end of 1986 Cuba is expected to satisfy 100% of the internal demand. Some types of paper will continue to be imported but the volume will be very small.

This is also true for cardboard, which is presently imported in full.

In the case of pasteboard, the amount used in Cuban industries is produced entirely within the country, and this situation is expected to remain the same.

Lithographic offset plates and blankets are not produced in the country but this situation is expected to change by the end of 1985 with respect to the plates due to the construction of a factory for the production of this item.

In the case of inks, 68.6% of the volume consumed is imported. This situation is expected to remain substantially the same during the 1981-1985 period.

The matrices and films are imported in full and no change is foreseen in this situation.

CONCLUSIONS

1. The Republic of Cuba has the industrial and printing capacity to absorb the present demand for books and booklets both for educational purposes and for the population in general demand filtered through the different institutions of the country which have this function and is then centralized within the Ministry of Culture.
2. After satisfying this demand, the Republic of Cuba has an excess capacity which could be used to satisfy the demand of neighboring countries.
3. There is sufficient reason to believe that the aforementioned conditions and premises will not vary in the course of the next 9 years with respect to the Republic of Cuba.
4. Cuba now has experience in granting, printing and reproducing originals in both English and French.
5. The cycles for the demand of books and booklets in the Republic of Cuba are divided clearly into two periods of the year; during the first semester the bulk of production is concentrated on books destined for education; during the second semester the major emphasis is on the production of books destined for the population and export.
6. The audio-visual industry of the Republic of Cuba has made great strides in satisfying the demand for diverse educational materials with the quality required to comply with the scientific pedagogic demands of education.
7. There are certain education materials whose production capacity exceeds the national demand and could be used to satisfy the demands for these articles in neighboring countries.

TABLE I
PRESENT AVAILABLE CAPACITY
FINISHED PRODUCTION

S U M M A R Y	STANDARD SHEETS (in thousands)				STANDARD BOOKS (in thousands)				
	TOTAL	BOOKS	BOOKLETS	MAGAZINES	B O O K S				
					TOTAL	HARDBACK	PAPERBACK	B ⁰ LETS	MA
Oswaldo Sanchez	265 160,0	221 160,0	1 400,0	42 000,0	18 430,0	5 600,0	12 830,0	700,0	7
Jose Maceo	235 200,0	228 600,0		3 300,0	19 050,0	4 650,0	14 400,0		
Alfredo Lopez	196 880,4	193 880,0	11 400,0	14 400,0	11 490,0		14 490,0	5 700,0	1
Juan Marinello	271 752,0	271 752,0			22 646,0	8 996,0	13 650,0		
TOTALS	968 792,0	895 392,0	12 800,0	56 700,0	71 616,0	19 246,0	55 370,0	6 400,0	8

NOTE:

Standard Book

Format: 16½ x 23½cm

12 sheets of 16 pages = 192

TABLE II

AVAILABLE CAPACITY FOR COLOR IN %

ENTERPRISE	C O L O R S		
	1	2	4
Oswaldo Sanchez	57%	28%	15%
Jose Maceo	73%	-	27%
Alfredo Lopez	100%	-	-
Juan Marinello	39%	27%	34%

TABLE III

AVAILABLE CAPACITY FOR DIFFERENT RUNS (IN COPIES)

	<u>HIGH RUNS</u>	<u>SMALL AND MEDIUM RUNS (UP TO 20,000 COPIES)</u>
Osvaldo Sanchez	15 296,900 (83%)	3 135,000 (17%)
Jose Maceo	-	19 050,000 (100%)
Alfredo Lopez	13 765,500 (95%)	724,500 (5%)
Juan Marinello	15 399,280 (68%)	7 246,720 (32%)
<hr/>		
T O T A L S	44 461,680 (59.5%)	30 154,320 (40.5%)
<hr/> <hr/>		

PRINTERS IN THE REGION

NAME: A1 PRINTERS LIMITED
ADDRESS: 171 Mountain View Avenue
Kingston 6
Jamaica
West Indies

Telephone: 92-77067/77922

DIRECTOR: Hugh A. Gayle

DATE ESTABLISHED: 1969

SIZE OF PLANT (FLOOR SPACE):

7,000 sq. ft.

TYPE OF EQUIPMENT: Heidelberg Kora,
Heidelberg Cylinder, Heidelberg Platens,
A.B. Dick 360, Robertsen Camera, Picto-
rial Plate Burner, Guillotine, Staplers, etc.

AREA OF SPECIALIZATION AND

TECHNIQUES USED: Lithographic

NAME: ADVOCATE COMPANY LIMITED

ADDRESS: P.O. Box 230

Fontabelle

Bridgetown

Barbados

West Indies

Telephone: 61210-8 (PABX)

Cable: Adnews Barbados

DIRECTOR: Neville S. Grosvenor

DATE ESTABLISHED: 1895

SIZE OF PLANT (FLOOR SPACE):

22,000 sq. ft.

TYPE OF EQUIPMENT: 8-Unit Goss

Community Offset press with suburban
folder, ancillary Camera and Plate making
equipment, Cold type setting with
Compu-Graphic equipment

AREAS OF SPECIALIZATION AND

TECHNIQUES USED: Newspapers by
Rotary Offset Method

NAME: ANGAL PRINTING ESTABLISHMENT

ADDRESS: 9 Mundy Street

Georgetown

Guyana

Telephone: 02-57502

DIRECTOR: George A. Laljee

AREAS OF SPECIALIZATION AND

TECHNIQUES USED: Leaflets, labels
catalogues, rubber stamp manufacturing
Offset printing

NAME: ANGELUS PRESS LIMITED

ADDRESS: P.O. Box 99

Belize City

Belize

Central America

Telephone: 2755

DIRECTOR: James M. Currie

DATE ESTABLISHED: 1885

SIZE OF PLANT (FLOOR SPACE)

1,250 sq. ft.

TYPE OF EQUIPMENT: Heidelberg letter
press, A.B. Dick offset

AREAS OF SPECIALIZATION AND

TECHNIQUES USED: General commercial
printing

NAME: BELIZE PRINTING COMPANY LIMITED

ADDRESS: 4 North Front Street

P.O. Box 587

Belize City

Belize

Central America

Telephone: 02-4074

Cable: Belprint

DIRECTOR: William Lindo

DATE ESTABLISHED: 1976

SIZE OF PLANT (FLOOR SPACE)

3,500 sq. ft.

TYPE OF EQUIPMENT: Heidelberg letter-
press, McAdams ruler, Beihle letterpress,
Multi offset, Challenge paper cutter,
Harris type setter, Challenge paper drill
Laminex laminator, Boston stitcher,
ATF/Davidson offset

AREAS OF SPECIALIZATION AND

TECHNIQUES USED: Business and bank
forms, die-cutting, exercise books, note
books, memo and steno pads by letter press
and offset printing.

NAME: BENJIES - E. ALEX BENJAMIN LIMITED

ADDRESS: Redcliffe Street
P.O. Box 563
St. John's
Antigua
West Indies

Telephone: 20733/20154/20932

Cable: Benjies - Antigua

DIRECTOR: Gerry Benjamin

DATE: ESTABLISHED: 1972

SIZE OF PLANT (FLOOR SPACE)

Approx. 6,000 sq. ft.

TYPE OF EQUIPMENT: Heidelberg GTO

(offset), Multiliths, Heidelberg platen
(letterpress), Robertson process camera,
Colight plate burner, Maxima hydraulic
guilloting, Watkiss Collating machine.

AREAS OF SPECIALIZATION AND TECHNIQUES

USED: Raised letters, punching, cornering,
rubber stamps, engraving (plastic signs).
Offset and letterpress printing

NAME: BOVELL'S PRINTERY

ADDRESS: 39 Norton Street,
Werk-en-Rust
Georgetown
Guyana

Telephone: 02-61068

DIRECTOR: Fitz Hubert Bovell

DATE: ESTABLISHED: 1969

SIZE OF PLANT (FLOOR SPACE)

3,000 sq. ft.

TYPE OF EQUIPMENT: Heidelberg offset
press, Heidelberg letterpress, Polar
guilloting, Littlejohn cameras

AREAS OF SPECIALIZATION AND TECHNIQUES USED:

Rubber stamp and block manufacturers,
Binding, Ruling, Magazines, Specialised
office stationery, Box makers, Offset
and Letterpress methods

NAME: CAMALAS BUSINESS SERVICES LIMITED

ADDRESS: 34 Edward Street
P.O. Box 164
St. James
Trinidad
West Indies

Telephone: 62-21565

Cable: Camalas Trinidad

DIRECTOR: L. George Elliott

DATE: ESTABLISHED: 1976

SIZE OF PLANT (FLOOR SPACE)

3,000 sq. ft.

TYPE OF EQUIPMENT: Rotaprint, Grafo

AREAS OF SPECIALIZATION AND

TECHNIQUES USED: Magazines (professional)
Offset and Letterpress.

NAME: CARIBBEAN GRAPHIC PRODUCTION LIMITED

ADDRESS: Ellerton
St. George
Barbados
West Indies

Telephone: 93166

Cable: Graphics Barbados

Telex: 320 WALJOCO WB

DIRECTOR: T.M. Lashley

DATE ESTABLISHED: 1968
SIZE OF PLANT (FLOOR SPACE)
15,000 sq. ft.
TYPE OF EQUIPMENT: Heidelberg offset
and letterpress machines
AREAS OF SPECIALIZATION AND
TECHNIQUES USED: Brochures, Labels,
postcards, calendars, magazines, maps
prints, general stationery, etc.

NAME: COLES PRINTERY LIMITED
ADDRESS: P.O. Box 232
Wildey
St. Michael,
Barbados
West Indies

Telephone: 75153

Cable: Coleprint

DIRECTOR: David Cole

DATE ESTABLISHED: 1865

SIZE OF PLANT (FLOOR SPACE)

15,200 sq. ft.

TYPE OF EQUIPMENT: Heidelberg Letter
press & Offset equipment, web forms
press & collator., Muller martini saddle
stitching machine, hot & cold composing,
creative art department, etc.

AREAS OF SPECIALIZATION AND

TECHNIQUES: Wide range of commercial work,
Multi-set carbon forms, postcards &
brochures.

NAME: CREATIVE PRINTING LIMITED
ADDRESS: 14 Pioneer Drive
Sealots
Port of Spain
Trinidad
West Indies
Telephone: 62-37377

DIRECTOR: Richard Knox
DATE ESTABLISHED: 1977
SIZE OF PLANT (FLOOR SPACE)
5,000 sq. ft.
TYPE OF EQUIPMENT: Web offset, Offset
AREAS OF SPECIALIZATION AND
TECHNIQUES USED: Hi-Quality commer-
cial stationery, Business forms

NAME: GLO PRINTERS & STATIONERS LIMITED
ADDRESS: 6 Lockett Avenue
P.O. Box 272
Kingston 2
Jamaica
West Indies

Telephone: 92-21074/214191

DIRECTOR: A.F. Madden, L.L. Reynolds,
W.G. Francis

DATE ESTABLISHED: 1976

SIZE OF PLANT (FLOOR SPACE)

1,000 sq. ft.

TYPE OF EQUIPMENT: Multilith Press -
10 x 5, 11 x 7 & 18 x 15 Folder, Plate
Burner, Challenge cutter, Robertson
camera, Ideal hand cutter, Herald S 83
cutting machine, Davidson offset press,
Solna press 124

AREAS OF SPECIALIZATION AND

TECHNIQUES USED: Books, Magazines,
Handbills, Tracts, greeting cards

NAME: GOLDING PRINTING SERVICE LIMITED
ADDRESS: 106 East Street
Kingston
Jamaica
West Indies
Telephone: 92-21695-6
DIRECTOR: John A.L. Golding Snr.

DATE ESTABLISHED: 1951
SIZE OF PLANT (FLOOR SPACE):
13,500 sq. ft.
TYPE OF EQUIPMENT: Heidelberg offset
and letterpress, Ruling, Folding, Perfora-
tion, PUNCHING and Linotype machines
AREAS OF SPECIALIZATION AND
TECHNIQUES USED: Commercial Printing

NAME: GOVERNMENT PRINTERY
ADDRESS: P.O. Box 12
Kingstown
St. Vincent
West Indies

Telephone: 61111 Ext. 39

Cable: Home Affairs

DIRECTOR: Permanent Secretary, Minister
of Home Affairs

TYPE OF EQUIPMENT: Glockner, Heidelberg
Centurion, Solna, Multility offset
and Treddle Press printing machines,
Ruling, Stitching, Perforating, Cutting
Linotype and Monotype machines

AREAS OF SPECIALIZATION AND

TECHNIQUES USED: All supplies for
Government departments, including
the weekly 'Gazette' and all other
Government requirements.

NAME: GOVERNMENT PRINTERY
ADDRESS: Belmopan
Belize
Central America
NO OTHER INFORMATION AVAILABLE

NAME: GOVERNMENT PRINTERY
ADDRESS: Roseau
Commonwealth of Dominica
West Indies
NO OTHER INFORMATION AVAILABLE

NAME: GOVERNMENT PRINTERY
ADDRESS: 2 National Heroes Circle
Kingston
Jamaica
West Indies
NO OTHER INFORMATION AVAILABLE

NAME: GOVERNMENT PRINTERY
ADDRESS: Castries
Saint Lucia
West Indies
NO OTHER INFORMATION AVAILABLE

NAME: GOVERNMENT PRINTERY
ADDRESS: 2 Victoria Avenue
Port-of-Spain
Trinidad
West Indies

Telephone: 62-54139/53834

DIRECTOR: F.L. Street

DATE ESTABLISHED: 1873

TYPE OF EQUIPMENT: Letterpress and
offset printing machines, Monotype and
Linotype hot metal composing machines,
IBM and Linocomp cold type composing
machines, miscellaneous binding
machinery.

AREAS OF SPECIALIZATION AND

TECHNIQUES USED: Official Gazette -
Hansard, Budget documents, reports etc.,
and most of the forms and books used in
the Government service

NAME: GOVERNMENT PRINTING OFFICE
ADDRESS: Church Street
P.O. Box 186
Basseterre
St. Kitts
West Indies

Telephone: 2521 Ext. 67-69
Cable: External St. Kitts
Telex: 820 Extrnl St. Kitts Skbkc
DIRECTOR: E. Christopher
DATE ESTABLISHED: 1966

TYPE OF EQUIPMENT: Davidson 700 and
500 offset, Addressograph Multigraph
varityping machines, Arab Platen printing
machine, Rotapring R20 duplicating and
offset machine

AREAS OF SPECIALIZATION AND

TECHNIQUES USED: Official gazette,
budget documents, reports, Government
sponsored brochures and forms used by
Government departments.

NAME: GRAPHIC PRINTERY
ADDRESS: P.O. Box 320
Rose Place
Kingstown
St. Vincent
West Indies

Telephone: 61164
DIRECTOR: C. Anderson
SIZE OF PLANT (FLOOR SPACE):
768 sq. ft.

TYPE OF EQUIPMENT: Printing presses,
cutting, offset, wire stitching machines,
camera, plate burner.

NAME: GUYANA NATIONAL LITHOGRAPHIC COMPANY LIMITED
ADDRESS: 1 Public Road & Industrial Estate
P.O. Box 132

La Penitence
Greater Georgetown
Guyana
Telephone: 02-56022, 61489, 61988,
61589

Cable: Litho Georgetown Guyana
Telex: 212 - Guystore
DIRECTOR: Cecil Khurdan
DATE ESTABLISHED: 1942 (Guyana
Printers Ltd. absorbed into this company
with effect January 1, 1980)

SIZE OF PLANT (FLOOR SPACE):
52,184 sq. ft.

TYPE OF EQUIPMENT: Litho offset single
and two colour presses, Letterpress cylin
der and platen presses, Heidelberg cutting
and creasing presses

AREAS OF SPECIALIZATION AND

TECHNIQUES USED: Litho offset, letterpress

NAME: GOVERNMENT PRINTING OFFICE
ADDRESS: Bay Street
Bridgetown
Barbados
West Indies

NO OTHER INFORMATION AVAILABLE

NAME: GOVERNMENT PRINTING OFFICE
ADDRESS: St. Mary's Street
St. John's
Antigua
West Indies

Telephone: 20410
Cable: Govt. Printing Antigua
DIRECTOR: Wilfred Benjamin
DATE ESTABLISHED: 1890
SIZE OF PLANT (FLOOR SPACE):
5,670 sq. ft.
TYPE OF EQUIPMENT: Monotype,
Original Heidelberg, Johannisberg Selectas,
Kelly, Arab, Martin stitcher

AREAS OF SPECIALIZATION AND
TECHNIQUES USED: Letterpress printing

NAME: GUYANA NATIONAL SERVICE PUBLISHING CENTRE
ADDRESS: 19 Industrial Site
Rumvelt
Greater Georgetown
Guyana

Telephone: 02-65830/67281

Telex: 271 Natservgy

DIRECTOR: Paul Adams

DATE ESTABLISHED: 1974

SIZE OF PLANT (FLOOR SPACE):

1,137 sq. ft.

TYPE OF EQUIPMENT: Solna press 125,
Multilith 1850, NUARC colour separa-
tion camera and darkroom equipment,
Silk screen camera and printing presses,
Guillotine, Folding machine, IBM type-
setting composer, Xerox 7000

AREAS OF SPECIALIZATION AND

TECHNIQUES USED: Silkscreen, Offset,
Photolithography, Graphic arts, Elec-
tronic typesetting, Editorial services,
Book design/illustration.

NAME: INTERCRAFT INDUSTRIES LIMITED
ADDRESS: 105 Picton Street
P.O. Box 1080
Port-of-Spain
Trinidad
West Indies

Telephone: 62-26032/25288

DIRECTOR: Patrick Hernandez

DATE ESTABLISHED: 1977

SIZE OF PLANT (FLOOR SPACE):

4,000 sq. ft.

TYPE OF EQUIPMENT: Champion Offset
25 x 38 Heidelberg Kord 17 x 25
AREAS OF SPECIALIZATION AND
TECHNIQUES USED: Full colour offset.

NAME: INTERNATIONAL PRINTERS LIMITED
ADDRESS: 6 Elgin Road
Kingston 5
Jamaica
West Indies

Telephone: 926-2851

DIRECTOR: R.A. Cousins

DATE ESTABLISHED: 1964

SIZE OF PLANT (FLOOR SPACE):

5,250 sq. ft.

TYPE OF EQUIPMENT: Heidelberg Letterpress
Heidelberg, Davidson cameras

NAME: JAMAICA TIME PRESS LIMITED
ADDRESS: 141 East Street,
Kingston
Jamaica
West Indies

Telephone: 92-23921-3

DIRECTOR: Richard Burie

DATE: ESTABLISHED: 1898

TYPE OF EQUIPMENT: Offset and Letter press

AREAS OF SPECIALIZATION AND

TECHNIQUES USED: Labels, booklets,
letterheads, business cards, periodicals,
and other publications, blockmaking

NAME: LABOUR SPOKESMAN PRINTERY
ADDRESS: Church Street
P.O.Box 239

Basseterre
St. Kitts
West Indies
Telephone: 2229
Cable: TRALION
DIRECTOR: Joseph Nathaniel France
DATE ESTABLISHED: 1957
TYPE OF EQUIPMENT: Letterpress and
Offset
AREAS OF SPECIALIZATION AND
TECHNIQUES USED: Bi-weekly newspaper,
commercial printing

NAME: LETCHWORTH PRESS LIMITED
ADDRESS: The Garrison
Christ Church
Barbados
West Indies
Telephone: 70117, 63355
Cable: OFFSET BARBADOS
DIRECTOR: John L. Shearn
DATE ESTABLISHED: 1955
SIZE OF PLANT (FLOOR SPACE):
6,000 sq. ft.
TYPE OF EQUIPMENT: Letterpress and
Offset litho printing machines,
Electronic computerised typesetting
machines, Binding and Finishing
machines
AREAS OF SPECIALIZATION AND
TECHNIQUES USED: Offset lithography
covering entire range of general com-
mercial printing of every description,
especially full colour reproductions -
brochures, postcards, annual reports,
business forms and magazines

NAME: LITHOGRAPHIC PRINTERS LIMITED
ADDRESS: 14 East Avenue
Kingston 4
Jamaica
West Indies
Telephone: 92-28500-3
DIRECTOR: G.A. DuQuesnay
DATE ESTABLISHED: 1958
SIZE OF PLANT (FLOOR SPACE):
10,000 sq. ft.
TYPE OF EQUIPMENT: Roland RZK 111
2 colour, Solna 225 - 2 colour, Solna
124
AREAS OF SPECIALIZATION AND
TECHNIQUES USED: Brochures, postcards,
calendars, greeting cards, colour
reproductions.

NAME: MODERN PRINTERS
ADDRESS: 14 West Square Street
P.O. Box 318
Basseterre
St. Kitts
West Indies
Telephone: 2274
AREAS OF SPECIALIZATION AND
TECHNIQUES USED: Publicity/commercial
photography, photo copy service,
stationery, Offset and letterpress
printing

NAME: MOHAN'S PRINTERY
ADDRESS: No. 26 Penal Rock Road
Trinidad
West Indies
Telephone: 649-8472
DIRECTOR: David Chowtee
DATE ESTABLISHED: 1971

SIZE OF PLANT (FLOOR SPACE):

600 sq. ft.

TYPE OF EQUIPMENT: Heidelberg letter
press, guilloting

AREAS OF SPECIALIZATION AND

TECHNIQUES USED: Invitation and call
cards, bill books, receipt and I.O.U.
books, brochures, letterheads,
calendars, pamphlets, labels, tickets,
etc.

NAME: MONTSERRAT PRINTERY LIMITED

ADDRESS: Plymouth
Montserrat
West Indies

NO OTHER INFORMATION AVAILABLE

NAME: MOORE BUSINESS FORMS CARIBBEAN LIMITED

ADDRESS: 29 Slipe Pen Road
P.O. Box 232
Kingston 5
Jamaica
West Indies

Telephone: 92-25858-9

Cable: MOORECARIB

Telex: 2219 MOORES JA

DIRECTOR: Desmond K. Valentine

DATE ESTABLISHED: 1960

SIZE OF PLANT (FLOOR SPACE):

15,000 sq. ft. (approx.)

TYPE OF EQUIPMENT: 3-Colour and 2-

Colour Rotary offset, Roll cellators,
Magnetic ink encoding equipment

AREAS OF SPECIALIZATION AND

TECHNIQUES USED: Business forms in-
cluding forms for computers and other
automatic and manual data processing
systems, magnetic ink encoded cheques
and cheque books, other security printing

NAME: MOORE PARAGARON (CAIBBEAN) LIMITED

ADDRESS: Thornbury Hill
Christ Church
Barbados
West Indies

Telephone: 88590

Cable: LAMPACAR

Telex: 2270 HUTCH WB

DIRECTOR: M.A.W. Gittens (General Manager)

DATE ESTABLISHED: 1970

SIZE OF PLANT (FLOOR SPACE):

8,000 sq. ft.

TYPE OF EQUIPMENT: Rotary offset
presses

AREAS OF SPECIALIZATION AND

TECHNIQUES USED: Computer stationery,
register stationery, speedisets and books

NAME: NCR JAMAICA LIMITED

ADDRESS: NCR Building
13 Caledonia Avenue
P.O. Box 22
Kingston 5
Jamaica
West Indies

Telephone: 92-63490

Cable: NACARECO KINGSTON JA

DIRECTOR: D.M. Halsall

DATE ESTABLISHED: 1970

SIZE OF PLANT (FLOOR SPACE):

3,900 sq. ft.

TYPE OF EQUIPMENT: Multilith sheet fed press,
R 20 and R 30 sheet fed presses, Apollo
web press, Tandemer web press

AREAS OF SPECIALIZATION AND

TECHNIQUES USED: Business forms, checks,
race voucher books, savings pass books

NAME: NEW GUYANA COMPANY LIMITED
ADDRESS: Lot 8, Industrial Site
Ruimveldt
Greater Georgetown
Guyana

Telephone: 02-62471-2
Cable: NEWCO GEORGETOWN GUYANA
DIRECTOR: Narbada Persaud
(General Manager)
DATE ESTABLISHED: 1964
SIZE OF PLANT (FLOOR SPACE):
9,900 sq. ft.
TYPE OF EQUIPMENT: Tredle, Offset,
Grafo, Maxima and Rotary
AREA OF SPECIALIZATION AND
TECHNIQUES USED: Letterpress and Off
set printing. Political and economic
booklets, commercial job printing

NAME: NEW WALCHEREN PRESS
ADDRESS: 64 Erthig Road
Belmont
Port-of-Spain
Trinidad
West Indies

Telephone: 43036
Cable: HERMANTRA
DIRECTOR: P.B. Philip-Yeates
DATE ESTABLISHED: 1973
SIZE OF PLANT (FLOOR SPACE):
200 sq. ft.
TYPE OF EQUIPMENT: Manual duplicator
AREA OF SPECIALIZATION AND
TECHNIQUES USED: Historical and scien-
tific productions

NAME: OFFSET COMMERCIAL PRINTERS LIMITED
ADDRESS: Market Street
Basseterre
St. Kitts
West Indies

Telephone: 2816
NO OTHER INFORMATION AVAILABLE

NAME: PARBEL ENTERPRISES LIMITED
ADDRESS: Great George Street
P.O. Box 244
Roseau
Commonwealth of Dominica
West Indies

Telephone: 4250/2411
Cable: PARBEL
Telex: 623 PARBEL
DIRECTOR: P.R. Bellot
DATE ESTABLISHED: 1977
SIZE OF PLANT (FLOOR SPACE):
1,200 sq. ft.
TYPE OF EQUIPMENT: A.B. Dick offset,
Multilith offset
AREAS OF SPECIALIZATION AND
TECHNIQUES USED: Quick reprints, bro-
chures, posters, commercial forms,
bill books, receipt books, etc.

NAME: PLANOGRAPHIC PRINTERS LIMITED
ADDRESS: 152 Princess Street
Kingston
Jamaica
West Indies

Telephone: 92-24139
DIRECTOR: Jeffrey K. Chin
DATE ESTABLISHED: 1968
SIZE OF PLANT (FLOOR SPACE):
1,993 sq. ft.
TYPE OF EQUIPMENT: Davidson 700,
A.B. Dick 360, Michael Miracle, Kenro
camera, I.B.M. composer, Mono headline
setter, Rollem numbering

NAME: PRINTERMAN LIMITED

ADDRESS: Jackson
St. Michael
Barbados
West Indies

Telephone: 07058/9

Cable: PRINTERMAN

DIRECTOR: H. Mark Taylor

DATE ESTABLISHED: 1976

SIZE OF PLANT (FLOOR SPACE):
6,000 sq. ft.

TYPE OF EQUIPMENT: Heidelberg SORD
Heidelberg KORD, Sulby minibinda
Heidelberg PLATEN, Polar programatic
quillotine, Heidelberg CYLINDER,
Heidelberg GTO, Krause pragmatic
guillotine, Kenro camera, Kolectaset
collator, Little John plate burner

AREAS OF SPECIALIZATION AND

TECHNIQUES USED: Full colour brochures,
labels, collapsible boxes, postcards,
calendars, magazines, all occasion
cards, stationery, embossing, Letterpress
and offset printing

NAME: PRINTERS COMPANY LIMITED

ADDRESS: Bay Street
St. Michael
Barbados
West Indies

Telephone: 65740-41

Cable: PRINTERS

DIRECTOR: Peter Gilkes

DATE ESTABLISHED: 1962

SIZE OF PLANT: 3,000 sq. ft.

TYPE OF EQUIPMENT: Offset and letter,
press - Heidelberg, A.B. Dick, Miele,
Didde Glasser (web offset)

AREAS OF SPECIALIZATION AND

TECHNIQUES USED: Computer stationery,
forms, bill books, commercial printing

NAME: PRINTING HOUSE LIMITED

ADDRESS: 132D Maxfield Avenue
Kingston 10
Jamaica
West Indies

Telephone: 929-4907; 926-4445

DIRECTOR: H.G. Anderson

DATE ESTABLISHED: 1974

TYPE OF EQUIPMENT: Heidelberg letter
press, Davidson offset, Multilith 1250
offset

AREAS OF SPECIALIZATION AND

TECHNIQUES USED: Letterheads, statements,
invoice books, delivery books,
invitations and programmes

NAME: PRINTING PLUS

ADDRESS: 7 Angelina Street
St. James
Port of Spain
Trinidad
West Indies

DIRECTOR: Yvonne Wong

DATE ESTABLISHED: 1975

SIZE OF PLANT (FLOOR SPACE):
1,500 sq. ft.

TYPE OF EQUIPMENT: Hamada Star

700D single colour press, Hamada Star
700D X two colour press, G.B.C. plastic
binder, Auto Minda Binda, L.M.N. guillo-
tine, G.B.C. collator, Monotype Boston
stitcher, G.B.C. back stripper, punching
machine

AREAS OF SPECIALIZATION AND

TECHNIQUES USED: Binding, embossing

NAME: PRO-PRINT COMPANY LIMITED
ADDRESS: 24 Cipriani Boulevard
Port of Spain
Trinidad
West Indies
Telephone: 62-25241
DIRECTOR: Lloyd Best
DATE ESTABLISHED: 1972 (as Tapia
House Printing Company Limited)
SIZE OF PLANT (FLOOR SPACE):
400 sq. ft.
TYPE OF EQUIPMENT: Offset press
22 x 17 Platemaker, camera
AREAS OF SPECIALIZATION AND
TECHNIQUES USED: Newspapers -
tabloid format

NAME: RELIANCE PRESS LIMITED
ADDRESS: P.O. Box 174
Kingstown
St. Vincent
West Indies
Telephone: 61487
Cable: RELIANCE
DIRECTOR: Fitz Herbert Scott
DATE ESTABLISHED: 1934
TYPE OF EQUIPMENT: Printing and
folding machine, guillotine, rubber
stamp machine, camera, numbering
machines, hand setting types
AREAS OF SPECIALIZATION AND
TECHNIQUES USED: Letter press
set printing

NAME: SIGNART DISPLAYS LIM
ADDRESS: 70-72 Hanover Street
Kingston
Jamaica
West Indies

Telephone: 22972/22160/22161
Cable: SIGNART
DIRECTOR: Alric A. DaCosta
DATE ESTABLISHED: 1967
SIZE OF PLANT (FLOOR SPACE)
6,000 sq. ft.
TYPE OF EQUIPMENT: Offset machine
camera, enlargers, silk screen
plate burners, platen machines,
drill press, perforator
AREAS OF SPECIALIZATION AND
TECHNIQUES USED: Offset

NAME: STEPHENSONS LITHO PRINTING LIMITED
ADDRESS: 9 Collins Green Avenue
Kingston 5
Jamaica
West Indies

Telephone: 926-3440-1
Cable: STEPHENSONS
DIRECTOR: Peter Stephenson
DATE ESTABLISHED: 1956
SIZE OF PLANT: 10,000 sq. ft.
TYPE OF EQUIPMENT: Roland 2 colour
RZK III, Solna 125 x 2, Heidelberg
KORD, Rotaprint, diecutting machine
AREAS OF SPECIALIZATION AND
TECHNIQUES USED: Books, Magazines,
calendars, brochures, advertising material,
record jackets, boxes (cartons), labels and
stationery, Process colour printing

NAME: SUPERSERVICE PRINTING COMPANY LIMITED
ADDRESS: 187 B Tragarete Road
Port of Spain
Trinidad
West Indies
Telephone: 62-23264/24940
DIRECTOR: Joseph Roderick Ferreira
TYPE OF EQUIPMENT: Heidelberg

SORMZ 2 colour offset, Heidelberg
KORD 1 colour offset, A.B. Dick offset,
Roland REKORD 2 colour offset
AREAS OF SPECIALIZATION AND
TECHNIQUES USED: Full colour work -
callendars, painting, record jackets,
brochures, newsletters

NAME: SYNCREATORS (1976) COMPANY LIMITED
ADDRESS: Fernandes Industrial Centre
Building No. 3
Eastern Main Road
Laventille
Trinidad
West Indies

Telephone: 62-38330,34199

Cable: SYNCREATORS

DIRECTOR: Leonard Maynard

DATE ESTABLISHED: 1968

SIZE OF PLANT (FLOOR SPACE):
50,000 sq. ft.

TYPE OF EQUIPMENT: 4 colour web offset,
4 colour litho, 8 offset litho
machines, maximum sheet size 35 x 50
letterpress equipment, bookbinding and
gluing machines etc.

AREAS OF SPECIALIZATION AND

TECHNIQUES USED: Books, magazines,
brochures, box making, show cards, etc.

NAME: TROPICAL PRINTERS LIMITED
ADDRESS: P.O. Box 124
Roseau
Commonwealth of Dominica
West Indies

Telephone: 3084/2121
Cable: PRINTERS DOMINICA
DIRECTOR: Michael G. White
DATE ESTABLISHED: 1974
SIZE OF PLANT (FLOOR SPACE):
4,000 sq. ft.
TYPE OF EQUIPMENT: Photo composition
and offset printing
AREAS OF SPECIALIZATION AND
TECHNIQUES USED: Exercise books,
writing pads, novels, magazines,
brochures, hard cover bindings, etc.

Appendix III

TELEVISION STATIONS IN THE REGION

ANTIGUA BROADCASTING SERVICE
P.O. Box 590
St. John's
Antigua
Tel: 22995
Telex: 8925
Cables: BROADCASTS ANTIGUA

BERMUDA BROADCASTING CO LTD
P.O. Box 452
Hamilton
Bermuda
Tel: 295-2828
Cables: ZBM BERMUDA

CAPITAL BROADCASTING CO LTD
P.O. 652
Hamilton
Bermuda
Tel: 2-444
Cables: CAPBRO BERMUDA

JAMAICA BROADCASTING CORPORATION
P. O. Box 100
5 South Odeon Avenue
Kingston 10
Jamaica
Tel: 92-65620-8
Telex 2218
Cables: JARAD JAMAICA

NETHERLANDS ANTILLES TELEVISION
Telecuracao -NATV
Box 415
Curacao
Tel: 11288
Telex: 3332
Cables: TELECURACAO

RADIO AND TELEVISION ZIZ
P.O. Box 331
Springfield
Basseterre
St. Kitts
Tel: 2621/2/3
Cables: ZIZ STKITTS

SURINAAMESE TELEVISIE STICHTING
P. O. Box 535
Paramaribo
Suriname
Tel: 73021-73032
Cables: SURTEVE SURINAM

CARIBBEAN BROADCASTING CORPORATION
P.O. Box 900
Bridgetown
Barbados
Tel: 92041
Cables: CABROCO BARBADOS

TRINIDAD AND TOBAGO TELEVISION CO LTD
P.O. Box 665
11a Maraval Road
Port of Spain
Trinidad
Tel: 62-24241
Cables: TELEVISION TRINIDAD

ST LUCIA TELEVISION CO LTD
P.O. Box 950
Castries
St. Lucia

BROADCASTING CORPORATION OF THE BAHAMAS
P.O. Box N-1347
Nassau
Bahamas
Tel: 32-24623
Telex: 297 20 253
Cables: ZNS NASSAU

Appendix IV

A LEGAL OPINION RELATED TO THE ESTABLISHMENT
OF A CARIBBEAN ENTERPRISE FOR THE PRODUC-
TION OF PRINTED AND AUDIO-VISUAL MATERIAL

Prepared by:

ELTON A. PRESCOTT at PORT OF SPAIN on 16 JULY 1982

CERTIFIED A TRUE AND CORRECT
COPY OF THE ORIGINAL DOCUMENT

TRINIDAD AND TOBAGO

AN OPINION

Counsel has been asked to present a Monograph on the legal issue related to the establishment of a Caribbean Enterprise for the production of printed and audio-visual material, and to deal specifically with:-

- (i) study of company law issues;
- (ii) legal implications of the retrieval and production of material;
- (iii) analysis of copyright issues.

Hereunder is the final presentation including the advice of Counsel.

COMPANY LAW ISSUES

The Enterprise can conveniently be carried on through the medium of a company registered under the Companies Act of any of the participating States. There are two tenable alternative forms of organisation for such a venture, namely, as follows:

- (1) Registration of a holding company in one selected jurisdiction with subsidiary companies registered in such of the other participating states.
- (2) Registration of the enterprise within one jurisdiction with branch offices in all other participating states.

The first stated alternative is not recommended. I advise against the first stated alternative for the following reasons:-

- (1) If subsidiary companies are established in each participating state then the local or municipal legislative structures affecting the holding of shares by a foreign company in a local company will apply. The burden of meeting the several requirements are onerous. Most commonwealth

Caribbean countries have enacted legislation prohibiting a foreign company or individual from holding shares in a local company unless a licence is first obtained from the relevant authority in these countries. In Trinidad and Tobago the Aliens Landholding Act is the applicable legislation.

- (2) Registration of the enterprise in each participating state will involve formalities and expense with no real advantage to the enterprise as opposed to the setting up of branch offices.

I advise that the second stated alternative be adopted. Thus for example a company registered in Trinidad and Tobago can establish a place of business in any of the participating states without the necessity for obtaining licences and other governmental permission provided that within a short period of commencement of business, registration takes place. Legislation relating to alien companies usually require certain documents to be delivered to the Registrar of companies within a prescribed time of commencing business.

In the premises I advise that the Enterprise should have a juridical personality, in the manner of a registered company with branches, and not subsidiaries, in each of the participating states.

The statutory corporation in which participating states hold a pre-determined proportion of authorised share capital is generally more acceptable to governments.

The statutory corporation shall provide for transfers of shares between member states. It shall have power to invest and to borrow money. Its assets shall be free from restrictions and exempt from direct taxation.

Under the existing Companies laws in the participating states, a company may establish a branch in any of these states without first obtaining official permission, provided that within a short period of commencement of business

registration takes place. The provisions of Section 298 of the Companies Ordinance Chapter 31 No. 1 (Trinidad and Tobago) illustrate the usual requirements for registration. Section 298 provides as follows:-

"Companies incorporated outside the Colony which after the commencements of this Ordinance establish a place of business within the Colony shall within one month from the establishment of the place of business, deliver to the Registrar for registration

- (a) a certified copy of the charter, statutes or memorandum and articles of the company, or other instrument constituting or defining the constitution of the company, and, if the instrument is not written in the English language, a certified translation thereof;
- (b) a list of directors of the company, containing such particulars with respect to the directors as are by this Ordinance required to be contained with respect to directors in the register of the directors of a company;
- (c) the names and addresses of some one or more persons resident in the Colony authorised to accept on behalf of the company service of process and any notices required to be served on the company."

Listed hereunder are the registration provisions of some of the participating states.

- (1) Barbados: Section 221 of the Companies Act.
- (2) Guyana : Section 259(2) of the Companies Act, where the period for registration is three months.
- (3) Jamaica : Section 346(1) of the Companies Act, where the period of one month for registration can be extended for a longer period not exceeding four months.
- (4) St. Lucia: Section 183 of the Commercial Code.
- (5) St. Kitts-Nevis-Anguilla: Section 237 of the Companies Act.

COPYRIGHT ISSUES

I have dealt hereunder with the legal implications of the retrieval, production and distribution of material against the background of legislation which is applicable to the countries under review.

For the purposes of this project the law relating to copyright in each of the English speaking states will be examined in detail.

The copyright law currently in force in each of the States is essentially United Kingdom legislation viz., the Copyright Act 1911 or the Copyright Act 1956, adaptation of which to local circumstances is on the one hand isolated and on the other limited to penalties.

The 1956 Act repealed the 1911 Act to take account of modern technological trends, advanced methods of publication, storing and retrieval of material and the emergence of co-operative bodies such as the Performing Rights Society for administering copyright interests.

Both Acts protect original literary, dramatic, musical and artistic works. The purpose of the Copyright laws is to encourage and reward authors, composers, artists, designers and other creative people as well as the entrepreneurs who risk their capital in putting their works before the public. This is done by giving to the author, or in some cases, his employer, certain exclusive rights to enjoy the benefit of the created subject matter for a limited time, usually the life of the author and fifty entire calendar years "Laddie, Prescott and Victoria", the Modern Law of Copyright, 1980 Edition.

Listed hereunder are the Caribbean states involved in this project and the copyright laws of each state.

REGIONAL COPYRIGHT ARRANGEMENTS

<u>State</u>	<u>UK Copyright Act in Force</u>
Antigua	1911
Barbados	1911
Belize	1956
Dominica	1911
Grenada	1956
Guyana	1956
Jamaica	1911
Montserrat	1911
St. Kitts-Nevis-Anguilla	1911
St. Lucia	1956
St. Vincent	1956
Trinidad and Tobago	1911

The fundamental principles and features of the two pieces of legislation are condensed and set out below.

The 1911 U.K. Copyright Act has been extensively repealed by the 1956 legislation but the repeal has not taken away the effectiveness of the Act in the States tabulated above. Its provisions are narrower than the 1956 legislation and these will be summarised for the purpose of this dissertation.

By Part II of the 1956 U.K. Copyright also subsists in every sound recording of which the maker was a qualified person at the time of its making or which was first published in the United Kingdom or in another country to which that part of the Act applied.

The acts restricted by the copyright in a sound recording are

- (a) the making of a record embodying the recording;
- (b) the causing of the recording to be heard in public;
- (c) the broadcasting of the recording..

Section 12 provides that the act of causing a sound recording to be played in public as part of the activities of, or for the benefit of, a club, society

or other organisation which is not established or conducted for profit and whose main objects are charitable or are otherwise concerned with the advancement of religion, education or social welfare does not constitute an infringement of the copyright in the recording.

Copyright also subsists in cinematographic film and the following acts are restricted as an infringement of the copyright therein viz., the making of copies of films and broadcasting and transmitting same to subscribers.

Television broadcasts and sound broadcasts which, by definition include the broadcast of visual images and sounds by television, are also restricted by copyright.

Infringements of copyright are contained also in the importation into a country, without the licence of the owner, of the copyright of any works defined in the Act, if to the knowledge of the importer the making of that article constituted an infringement of that copyright. The selling, letting for hire, or by way of trade offering or exposing for sale or hire or exhibiting in public by way of trade of any such article constitutes infringements.

The owner of any copyright is entitled to all rights and remedies in respect of the conversion or detention by any person of any infringing copy as he would be entitled to if he were the owner of every such copy, and an exclusive licence of such copyright shall have the same rights of action and be entitled to the same remedies as and concurrent with the owner.

The author or publisher may pass the legal title to his copyright by the grant of a licence or by an assignment.

In the case of agreements between authors and publishers, or theatrical producers, it is often difficult to distinguish between a sole and exclusive

licence and an assignment of copyright. Where the agreement between the author and his publisher contains no express terms as to the copyright if the consideration is payment to the author of royalties or a share of the profits instead of a sum of money paid down, the inference is that the copyright is not assigned, but that a sole and exclusive licence is conferred upon the publisher.

Where the author, however, in consideration of a sum of money paid to him agrees with the publisher that the latter shall have the sole right of printing, reprinting and publishing a book without any limitation as to time this would seem to constitute a perpetual licence, and might even be construed as an assignment of copyright.

A legal assignment of copyright, or of any part thereof vests the right assigned in the assignee so that he becomes the owner of the right and may take proceedings against persons who injure or who have infringed it; apart from express agreement the assignee of copyright may alter the work as he pleases, provided that such alterations, if published under the author's name, do not amount to a libel on the author, or to a "passing off" of other work as the work of the author.

An assignment of copyright imposes no obligation on the part of the assignee to publish unless it is a term of the agreement that the work shall be published by him. This is so even when the only consideration for the assignment is payment by royalty of a share of the profits.

The Caribbean Enterprise for the production of printed and audio-visual materials will receive for publication and distribution material in which copyright will exist. It shall be necessary to enter into agreements with composers, authors, designers and other creative people for the use of their material in matters in which the Enterprise may be at any time engaged.

The use of the grant of assignments of copyright is recommended. Draft forms of agreement must be prepared and made available in all branches of the Corporation and adequate provision must be made therein for the exportation, printing and reprinting, translation and adaptation of works. It may not be necessary to secure legal assignments in dealing with persons who may be employed by or have a contract of service with the Corporation, as the copyright in the works of such persons produced or made in the service of and in the course of his employment by the Corporation is, in the absence of agreement to the contrary in the Corporation.

I advise accordingly.

Dated at Port of Spain the 16th day of July, 1982.

Elton A. Prescott

Appendix V

REPORT ON BOOK PRINTING AND AUDIO VISUAL MEDIA
IN TRINIDAD AND TOBAGO, JAMAICA AND BARBADOS

JULY 31, 1981

Prepared by
Anthony Deyal

This Report attempts to:-

- (i) investigate the productive capacity for producing books and audio-visual material in Trinidad and Tobago Barbados and Jamaica;
- (ii) analyse possibilities for co-ordinating and harmonizing existing production facilities.

BOOK PRINTING

Initial considerations:-

- (1) Each island has over a hundred listed printeries and print shops all with the capacity to reproduce booklets and a few with relatively sophisticated equipment for reproducing high quality books and magazines. Barbados has 125 printeries, Trinidad and Tobago 150 and Jamaica approximately 170. Barbados has only three large printeries actually printing books. Trinidad and Tobago has ten with book printing capacity. Jamaica has much unused capacity.
- (2) There is no average cost of printing. Printing costs depend on quality, quantity and complexity of the job. Some printeries supply all the inputs for a job i.e. graphics and photographs, type setting and colour separation, while others supply only the printing and binding.
- (3) Most advertising firms and publishers in Trinidad and Tobago have their printing done in Barbados (small orders of 10,000 or less) or in Miami (large orders). Barbadian firms have their colour separation done in Miami.
- (4) There are Government printeries in all three countries but these are heavily used and have no spare capacity. Jamaica however, has considerable unused capacity in three Government controlled organizations:-

Jamaica Adult Literacy Movement;
Ministry of Education, and
Agency for Public Information

The Community Development Division of the Ministry of Education and Culture in Trinidad has underutilised capacity. Underutilised capacity here refers primarily to offset printing capacity.

(5) The biggest and most sophisticated printeries in the Caribbean are in Trinidad and Tobago (Trinidad and Tobago Printing and Packaging, The College Press, Syncreators, etc.); there are however, delivery and productivity problems with these printeries. One of these found it almost impossible to meet deadlines due to unreliable labour force.

(6) The Jamaicans are also concerned about their printing industry, with respect to its export orientation. A Minister of State, is at present surveying the printing industry in Jamaica.

(7) The three largest Barbados printeries, Cole's, Letchworth's and Caribbean Graphics have the most experience in dealing with countries in the region. Letchworth's does work for most of the smaller islands. Cole's has a large export department.

It is clear that the productive capacity for books exist in all three countries. In fact, four books produced for the Common Entrance Examinations in Trinidad and Tobago were printed by Cole's Printery in Barbados within a six month period. These books are also designed for use in other countries and one book is already in its second edition.

The productive capacity is not the only important factor here. Another important factor is that because of the insufficiency of information in each country about what others are publishing, there is a tremendous duplication of materials, contents and themes. Books are prepared for one country that could be used in all.

Present needs:

- (1) More information throughout the Caribbean about books in print or to be printed, better market research on the selling potential of some books within the region. As a result of the CXC Examinations, there will be a proliferation of "texts" of varying standards, size and price, with each country having its own authors in each subject area (this has been the case with the Common Entrance/11 Plus Examinations).
- (2) Subsidies for the production of books. Given the relevance of some books to the Caribbean people there must be some way of subsidizing the cost of the books. Although the print business in the Caribbean is very costly it is necessary to support printing in the region.
- (3) The reprinting of certain books is another pressing need in the region.
- (4) Books to be written about the Caribbean e.g. Biographies of outstanding personalities and works on cultural forms. There is need for an organization with the necessary commitment to commission and fund this kind of work.

- (5) Co-operation with existing organisations given the high cost of production.

In book production it may be necessary to co-ordinate and harmonise existing production facilities. Outside of government and quasi government facilities, there is very aggressive competition with book publishing being only a very occasional episode in a general drama of brochures, advertising booklets, posters, record jackets, business forms, labels and lists.

The Government of Jamaica would welcome the opportunity (given the funding for specific projects) to ensure the utilization of sophisticated printing facilities of JAMAL and the Ministry of Education.

It is important (a) to have more copies of books which are of interest to the region; (b) to work through existing organizations e.g. C.X.C. in standardizing books used as study guides and in offsetting the costs of these books; and (c) to use print as part of a multi-media approach to Caribbean cultural identification.

Books and other printed matter are generally a means of disseminating and exchanging knowledge of Caribbean achievers and their achievements.

AUDIO VISUAL MEDIA

Regarding audio visual material, film, video, radio and record production were considered.

Initial considerations:-

(1) Whereas in Trinidad and Barbados, television is the primary information and entertainment medium, in Jamaica it is the radio because its television broadcasting is still very limited in range.

(2) Video is the most useful audio visual format for our purpose. Film is expensive and slow and makes sense only if one is acquiring the technology since the initial costs are lower than acquiring video technology. However, if one is using or renting facilities in any of the three countries video would cost less, is immediate, can be transferred onto film if necessary and can be used easily for broadcasting or small-group use in any of the countries.

(3) Audio visual usage implies the possession of the viewing/listening end of the technology. Radio sets, television sets, video cassette decks, record players, film projectors would have to be considered necessary components of an audio visual project.

(4) With respect to both video and film, Trinidad and Tobago has the best facilities. Trinidad and Tobago Television has the most advanced production facilities of all three television stations. It is however fully utilised, as are the video tape production facilities of the CBC in Barbados, and the JBC in Jamaica.

(5) In Theory the Caribbean has one Broadcast norm ... the NTSC system which is also the North American and Japanese standard.

Trinidad and Barbados adhere to this standard but Jamaica has NTSC transmitting equipment and a different standard for its production/studio equipment.

Unlike Trinidad and Tobago and Barbados, there are no established video production houses in Jamaica. Three companies, Media Mix, Mongoose Productions and Cinecomm have film production facilities. The JBC, however, has first class film production including animation facilities, and the company is willing to work on joint ventures with outside agencies if funds are available. However, most film processing for important projects cannot be done in the Caribbean. This increases costs and delays projects.

(6) Trinidad and Tobago has the best facilities in video and film. The Government has two production/editing facilities: The Mucurapo School Project and the Television Unit of the Public Relations Division of the Prime Minister's Office. There are three complete professional video production houses and several film production facilities. The three companies, Video Associates, AVM and BANYAN all have more work than they can handle. Video costs average \$500 per hour of studio time and about \$20,000 per fifteen minute documentary when the company supplies all facilities. All three companies are willing to reduce their charges if the sponsor supplies production, research, script and editing expertise.

(7) Barbados has one television station, Caribbean Broadcasting Corporation. Although the Corporation is short of working equipment it is not averse in principle to working with outside agencies on any production if funds are available.

The Government Information Services possesses good equipment and staff for both filming and video-taping and have cooperated in the past with other governments and agencies in producing material within Barbados of relevance to other countries. There is one established video production company with semi-professional equipment but its rates are higher than those in Trinidad. Another firm, Fotographics is now acquiring equipment.

(8) As regards, video, once the equipment is NTSC, anything shot in one country can be added to something shot in another and can be played on any television set in any of the three countries.

(9) RADIO Radio is still highly used in the three countries. Jamaica is the largest user of radio and has two commercial stations. It also has an agricultural radio project and a rural radio project. There are several government organizations with facilities for and expertise in radio programme production e.g. API, JAMAL, Ministry of Education.

Barbados has two stations and will soon have a third. The Government Information Services and the Ministry of Education also have radio production facilities.

Trinidad and Tobago has two radio stations and the Radio Unit, Ministry of Information has production facilities.

There is no practical problem with harmonising and co-ordinating the radio facilities. The standard for broadcasting is the same and most of the equipment is the same. It is however, a simple technology to acquire.

(10) It is obvious that the productive capacity for audio visual material is greatest in government-owned organizations within these countries. However, although these facilities would be cheapest in the long run there would be some initial problems with their use:-

- (a) Obtaining permission is a lengthy procedure.
- (b) The facilities are heavily used and in some cases the staff work fixed hours and are reluctant to work over-time.
- (c) The commercial radio stations rent production facilities and allocate time for programmes at relatively low cost.

(11) RECORD PRODUCTION Record Production in Trinidad and Tobago has declined and only survives on Government assistance and protection. Lack of expertise (production

and marketing), the seasonal nature of the business needs of Trinidad (geared for Carnival) and competition from Barbados, Jamaica and Miami have all caused problems for the industry. Although three factories are listed as existing none are really functioning.

Barbados has one major record factory (WIRL) West Indies Records Limited which produces most of the records for the Trinidad producers. Jamaica now has the most modern facilities in the Caribbean with three companies, Byron Lee, Tuff Gong and Aquarius having 24-track units and can provide all services at competitive rates. The Jamaican record industry is now under investigation because of charges of piracy of material.

CONCLUDING COMMENTS

(1) It is necessary to encourage the formation of regional associations of printers, publishers, writers, record producers and manufacturers and people involved in different areas of film, television and radio. It is necessary to have specialists in each field prepare detailed inventories in the areas of print, audio visual institutions, approximate costs and facilities available. It is necessary for a regional organization to initiate the formation of these associations or where they exist to resuscitate them. One way would be through grants to the Caricom Secretariat.

(2) There is an urgent need for software inventory of all sources of existing material including books, audio-visual material and records of importance to the entire region.

(3) There is a general perception of the need for greater cooperation. However, all attempts have generally failed because of their inability to involve people within the systems. In records, books and audio-visual productions we are dealing with business people competing for work. In distribution, the programme director is more important than the general manager. The facilities do not lend themselves to harmonization or coordination but the people might eventually see it as being in their own best interests to cooperate, if not with one another, with an outside agency or organization.

(4) It is not advisable to acquire the production technology for print or television at this time. It would be cheaper in the long run to supply the content expertise and to hire facilities.

(5) For any specific project that has a philosophical rather than a specific medium basis multi media and multi level approaches are recommended. For example, a television programme on Caribbean heroes should be supported by radio programmes, posters, comic books, records and T shirts. Efforts should be concentrated on one such regional project rather than on a proliferation of local projects.

Appendix VI

AGREEMENT ESTABLISHING

THE

CARIBBEAN FOOD CORPORATION

CERTIFIED A TRUE AND CORRECT COPY
OF THE ORIGINAL AGREEMENT.

SECRETARY-GENERAL
CARIBBEAN COMMUNITY SECRETARIAT
15th September, 1976.

AGREEMENT ESTABLISHING
THE CARIBBEAN FOOD CORPORATION

PREAMBLE

The Contracting Parties, being Governments of the Member States of the Caribbean Common Market;

CONSCIOUS of the need to adopt a scheme for the rationalisation of agricultural production within the Region with a view to promoting complementarity in national agricultural programmes as contemplated in Article 49 of the Annex to the Treaty Establishing the Caribbean Community;

NOTING the alarming rate of increase in the importation of agricultural products into the Region caused to some extent by the inadequate methods and practices of farming on a large or small scale in the past.

MINDFUL of the need to increase agricultural production within the Region and to facilitate the transportation, distribution and marketing of the products thereof within and without the Region;

CONSIDERING that while any such scheme should be organized on a sound commercial basis full advantage should be taken of the potential of the scheme for assisting in the development of small farming enterprises and the development of the human resources of the Region.

DETERMINED to remedy the situation by using advanced technology to implement a viable and efficient import replacement scheme in order to achieve self-sufficiency in food and to raise nutritional levels within the Region without displacing or competing with national efforts;

HAVE AGREED AS FOLLOWS:

CHAPTER I

ESTABLISHMENT, OBJECTIVES, MEMBERSHIP
AND POWERS OF CORPORATION

Article 1

Establishment

By this Agreement the Contracting Parties establish a Caribbean Food Corporation having the objectives, membership and powers hereinafter specified.

Article 2

Interpretation and Application

1. In this Agreement unless the context otherwise requires -
 - (a) "agricultural production" includes the production of fish and meat;
 - (b) "Common Market" means the Caribbean Common Market established by the Annex to the Treaty;
 - (c) "Corporation" means the Caribbean Food Corporation established by Article 1;
 - (d) "dollar" means a dollar in the territory of the principal office of the Corporation;
 - (e) "financial year" means the period January 1 to December 31, unless the Board of Directors otherwise determines;
 - (f) "Less Developed Countries" or "LDCs" has the same meaning as in Article 3 of the Treaty;
 - (g) "Member Country" means any Country which signs or accepts or accedes to this Agreement;
 - (h) "More Developed Countries" or "MDCs" has the same meaning as in Article 3 of the Treaty;

- (i) "Region" means the States comprising the membership of the Common Market;
- (j) "Secretary-General" means the Secretary-General of the Caribbean Community established by the Treaty;
- (k) "Treaty" means the Treaty Establishing the Caribbean Community done at Chaguaramas on the 4th July, 1973.

2. Any question of interpretation or application of the provisions of this Agreement not otherwise expressly provided for shall be submitted to the Board of Governors for decision by a simple majority of the total number of Governors.

Article 3

Objectives

The Corporation shall have as its objectives the production, processing, packing, storage, transportation, distribution and marketing of food, and without limiting the generality of the foregoing, the following -

- (a) identifying, planning and implementing all stages of agricultural production schemes and any schemes relating thereto and, in pursuing the foregoing, to co-operate with national agencies;
- (b) mobilising funds, technical and managerial skills from within and without the Region to promote, finance and implement agricultural production schemes;
- (c) organising and facilitating the bulk purchase of agricultural inputs, as well as the marketing and other services associated with agricultural production schemes.

Article 4

Membership

1. Membership of the Corporation shall be open to -

- (a) the Countries listed in the Annex to this Agreement;
- (b) new Members of the Common Market or of the Community;
- (c) Associate Members of the Common Market and other Countries having a special relationship with the Common Market or with the Community.

2. The Countries listed in the Annex to this Agreement, the Governments of which sign this Agreement, in accordance with paragraph 1 of Article 38 or accept the said Agreement in accordance with paragraph 3 of the said Article 38 shall become Members of the Corporation.

3. Countries admitted as new Members of the Common Market or of the Community may become Members of the Corporation in accordance with Article 40 of this Agreement.

4. Associate Members of the Common Market and other Countries having a special relationship with the Common Market or with the Community may become Members of the Corporation in accordance with Article 41 of this Agreement.

Article 5

Powers and Functions

In order to achieve its objectives, the Corporation shall have power -

- (a) itself or through its subsidiaries to operate within the Common Market or, in furtherance of its objectives outside thereof, including in particular, power to -
 - (i) make investments;
 - (ii) establish, manage and operate enterprises;
 - (iii) engage in activities for the purchase, processing, transportation, marketing and distribution of products;
 - (iv) engage in financial operations;
 - (v) engage in any other activity related to its objectives;

- (b) to act as agent for any government or any government authority;
- (c) to sell, lease or otherwise dispose of the undertaking, property, assets, rights and effects of the Corporation or any part thereof for such consideration, if any, as it thinks fit;
- (d) to finance or assist in financing the sale of equipment, machinery, vehicles, commodities or any other tangible personal property by way of purchase and resale, leasing, hire purchase, deferred payment or any other similar transaction and to institute, enter into, carry on, finance or assist in financing the sale and maintenance of equipment, machinery, vehicles, commodities or any other tangible personal property upon any terms whatsoever, to acquire and discharge leases, hire purchase, deferred payment or other agreements or any rights thereunder whether proprietary or contractual.
- (e) to establish branches, agencies, representative offices, affiliates and subsidiary companies in any Member Country and to regulate and sictontinue the same;
- (f) to amalgamate, enter into any partnership or any arrangement for sharing profits, union of interests, co-operation, joint venture, reciprocal or otherwise with any person, partnership or company where such amalgamation, partnership or arrangement may seem conducive to any of the Corporation's objectives;
- (g) to form, promote, finance and assist companies, co-operatives and partnerships;
- (h) to subscribe for, purchase or otherwise acquire and hold, sell, exchange, transfer, assign or otherwise dispose of and generally deal in the bonds, debentures, stocks, shares or other securities of any bank, corporation, company, cooperative or association, and while such owner to exercise all the rights of ownership including the right to vote;
- (i) to do all or any of the above things within or without the Region and either as principal, agent, trustee or otherwise and either alone or in conjunction with others and either by or through agents, trustees or otherwise;

- (j) to do all such other things as may be considered to be incidental or conducive to the exercise of the above powers or any of them.

And it is hereby declared that the word "company" in this Article shall be deemed to include any body of persons whether corporate or unincorporate, and that the powers specified in the different paragraphs of this Article shall, except where otherwise expressed in such paragraphs, be in no wise limited by reference to any other paragraphs or the name of the Corporation, but may be carried out in as full and ample a manner and shall be construed in as wide a sense as if each of the said paragraphs defined the powers of a separate, distinct and independent company.

CHAPTER II

CAPITAL AND OTHER RESOURCES

Article 6

Authorised Capital

1. The authorised capital of the Corporation shall be one hundred million dollars. The authorised capital shall be divided into shares of one thousand dollars, each, the initial issue of which shall be available for subscription only by Member Countries in accordance with the provisions of Article 7 of this Agreement.
2. The authorised capital may be increased by the Board of Governors on the recommendation of the Board of Directors.

Article 7

Initial Issue of Shares

1. There shall be an initial issue (hereinafter referred to as "the initial issue") of share capital to the value of ten million dollars comprising of at

least two portions. The first portion to the value of four million, four hundred and fifty thousand dollars shall be allotted and subscribed for in this Article and in Article 8 of this Agreement. The remainder of the initial issue shall be available for allotment and subscription in a manner and at a time as the Board of Directors may determine.

2. The first portion of the initial issue taken up by the MDCs, Belize and LDCs (other than Belize) shall be allotted as follows:-

Barbados	-	\$ 500,000
Guyana	-	1,250,000
Jamaica	-	1,250,000
Trinidad & Tobago	-	1,250,000
Belize	-	100,000
LDCs (other than Belize)	-	100,000

3. In respect of the shares allotted to the LDCs (other than Belize) the WISA Council of Ministers shall determine and notify in writing to the Secretary-General its undertaking to subscribe for the shares so allotted.

4. Share capital of the initial issue shall be issued at par unless the Board of Governors decide otherwise.

5. Liability of Member Countries on shares shall be limited to the unpaid portion of their issue price.

6. Except as provided in paragraph 5 a Member Country shall not be liable, by reason only of its membership, for obligations of the Corporation.

Article 8

Payment of Subscription

1. A Member Country which has taken up shares from the first portion of the initial issue shall make payment to the Corporation for such portion within three weeks after the time prescribed by the Board of Directors for such payment.

The remainder of the initial issue shall be paid for in such amounts and within such time as the Board of Directors may determine provided that the amount required to be paid by a Member Country for its shares in the remainder of the initial issue shall bear the same proportion as that Member's share in the first portion bears to the total subscribed shares of the first portion.

2. Where any payment in respect of the initial issue of shares is sought to be made before the holding of the inaugural Meeting of the Board of Directors that payment shall be made to the Government of the place in which the principal office of the Corporation is located, and shall be held by that Government on behalf of the Corporation until such time as the Board of Directors requires that payment be handed over to the Corporation.

3. Any subsequent issue of share capital shall be issued at par value unless the Board of Governors decides otherwise and shall be paid for by Member Countries in such instalments as the Board of Governors after consultation with the Member Countries who are subscribers to that issue may determine.

Article 9

Transfer of Shares

Shares shall not be pledged or encumbered in any manner whatsoever and may be transferred only to another Member Country.

Article 10

Capital Resources

1. The resources of the Corporation shall consist of -
 - (a) ordinary capital resources; and
 - (b) loan capital resources

2. In this Article, the term -
- (a) "ordinary capital resources" includes -
 - (i) issued share capital of the Corporation allotted pursuant to Article 7;
 - (ii) income derived from the aforementioned funds;
 - (iii) any other funds or income received by the Corporation;
 - (b) "loan capital resources" means funds borrowed by the Corporation for the purpose of meeting any of its obligations or discharging any of its functions.

CHAPTER III

OPERATING PRINCIPLES, INVESTMENT PROGRAMMES AND REPORTS

Article 11 Operating Principles

1. In pursuance of its objectives the Corporation shall invest in enterprises which are financially viable, due regard being paid to the following criteria;:
- (a) the ability of the enterprise to increase agricultural production in order to achieve the greatest possible self-sufficiency within the Region; and
 - (b) the ability of the enterprise to produce agricultural products that will raise the nutritional levels within the Region.
2. In the performance of its functions the Corporation may -
- (a) utilise the services of wholly-owned subsidiaries;
 - (b) enter into joint enterprises with national governments, government agencies and statutory bodies;

- (c) utilise where appropriate the services of the Caribbean Investment Corporation, the Caribbean Development Bank, the Caribbean Agricultural Research and Development Institute and similar institutions within or without the Region.

3. In making investments in private enterprises, regionally owned and controlled enterprises shall be preferred.

4. Before engaging in any enterprise in a Member Country the Corporation shall obtain the approval of the Member Country in which the enterprise is to be located.

Article 12

Investment Programmes

1. The Board of Directors shall submit for approval of the Board of Governors, investment programmes at such times and for such periods as the Board of Governors may determine. These investment programmes shall take into account the respective policies of Member Countries within the Region concerning agriculture and agro-based industries.

2. The investment programmes shall take into account the priority areas of activity as determined by the Board of Governors under Article 18.

Article 13

Reports

1. The Board of Directors shall, within six months of the end of each financial year, call an annual general meeting. At the annual general meeting the Board of Governors shall consider the report of the Board of Directors including an audited statement of its accounts for the past financial year and shall also approve the budget of the Corporation for the next financial year.

2. The Board of Directors shall, with the approval of the Board of Governors, publish the annual report of the Corporation and may also publish such other reports as it deems desirable in the carrying out of the objectives of the Corporation. Such reports shall be transmitted to the Board of Governors.

3. The accounts of the Corporation shall be audited by auditors appointed by the Board of Governors.

CHAPTER IV

BORROWING

Article 14

Loans

The Corporation may in accordance with the terms of any general authority given by the Board of Governors at the annual general meeting or from time to time, borrow such sums as the Corporation may require for meeting its obligations or discharging its functions.

Article 15

Guarantee of Loans

Any Member Country or group of Member Countries may agree jointly or severally to guarantee any borrowing of the Corporation authorised under Article 14 of this Agreement.

CHAPTER V

ORGANIZATION AND MANAGEMENT

Article 16

Structure

The Corporation shall have a Board of Governors, a Board of Directors,

a Managing Director and such other staff as may be considered necessary for the exercise of its functions.

Article 17

Board of Governors

Composition

1. The Board of Governors shall consist of the Minister responsible for Agriculture of each Member Country to which shares have been allotted or such other person as the Member Country may designate.
2. Where a Member Country fails to pay for shares within the time prescribed or determined by Article 8 that Member Country shall be deemed to be in arrears and shall forfeit its right to participate on the Board of Governors.
3. A Member Country whose right to participate on the Board of Governors was forfeited under paragraph 2 of this Article shall on satisfying all its outstanding obligations within the contemplation of that paragraph have that right restored.
4. At each annual meeting the Board of Governors shall elect one of the Governors as Chairman who shall hold office until the election of the next Chairman.
5. The Chairman shall preside at all Meetings of the Board of Governors but in the event of his absence or his inability to preside, the Governors present and constituting a quorum shall elect from among themselves a Governor to preside at that Meeting.

Article 18

Board of Governors

Powers

1. The Board of Governors is empowered to approve the investment

programme and the annual budget of the Corporation and to give general policy directions to the Board of Directors.

2. The Board of Governors may delegate to the Board of Directors any of its powers, except the power to -

- (a) admit new members and determine the terms and conditions of their admission;
- (b) increase the authorized capital of the Corporation;
- (c) decide on questions regarding the interpretation or application of this Agreement;
- (d) determine the fees of the directors and their alternates;
- (e) approve the investment programme and annual budget of the Corporation;
- (f) delegate any of its powers.

3. The Board of Governors shall retain full power to exercise authority over any power delegated to the Board of Directors in accordance with paragraph 2 of this Article.

Article 19

Board of Governors

Voting and Procedure

1. The Board of Governors shall hold an annual general meeting. Special Meetings of the Board of Governors may be called either by the Board of Directors or on a requisition of not less than three Members of the Board of Governors.

2. Each Member of the Board of Governors shall have three hundred votes plus one additional vote for each share held by the Member Country he represents.

3. Except as otherwise expressly provided in this Agreement, all matters before the Board of Governors shall be determined by a majority of the voting power of the Member Countries represented at the meeting.

4. A majority of the total number of the Governors shall constitute a quorum for any meeting of the Board of Governors, provided such majority represents not less than two-thirds of the total voting power of the Member Countries.

5. The Board of Governors may establish a procedure for obtaining a vote on a specified question without calling a meeting.

Article 20

Board of Directors

Composition

1. Upon the entry into force of this Agreement the Board of Directors shall consist of not more than nine Directors, as follows:-

- (a) Directors appointed by or in respect of Member Countries in accordance with this Article;
- (b) the Secretary-General or his nominee and the Managing Director.

The Directors referred to in sub-paragraph (b) shall have no vote.

2. Directors shall be appointed as follows:-

- (a) each MDC upon becoming a Member of the Corporation shall be entitled to appoint one Director and one alternate Director;
- (b) Belize upon becoming a Member of the Corporation shall be entitled to appoint one Director and one alternate Director;

(c) in respect of the LDCs (other than Belize) the WISA Council of Ministers shall be entitled to appoint two Directors and two alternate Directors, if but only if, one or more of the LDCs have taken up not less than one hundred shares in the initial issue of shares.

3. Subject to paragraph 4 an alternate Director shall in the absence of his principal attend any meeting and shall be entitled to vote on any matter.

4. For so long as a Member Country is deemed to be in arrears under Article 17(2), the Director appointed by that Member Country of the Directors appointed by the WISA Council of Ministers (in any case where the Member Country in arrears is an LDC (other than Belize) shall not participate in the business of the Board of Directors.

5. Each Member Country entitled to make appointment of Directors and the WISA Council of Ministers shall inform the Secretary-General promptly after this Agreement enters into force of their appointments and such appointments shall become valid only upon notification to the Secretary-General.

6. Subsequent appointments to the Board of Directors shall be communicated to the Chairman of the Board of Directors as soon as possible before the expiration of the term of office of the Director to be replaced.

7. Each Director shall hold office for a term of three years but shall be eligible for re-appointment.

8. The Board of Directors shall elect a Chairman and a Vice-Chairman from among the Directors, and the Vice-Chairman shall preside in the absence of the Chairman. In the absence of the Chairman and Vice-Chairman at any meeting

the Directors may elect one of their number to act as Chairman of the meeting of the Board of Directors. Both the Chairman and the Vice-Chairman shall hold office for three years. Both shall be eligible for re-election. The Secretary-General or his nominee and the Managing Director are not eligible for election as Chairman or Vice-Chairman.

9. Directors shall be persons of high competence with experience in commercial, agricultural or financial matters.

10. Directors shall be paid such fees and reasonable allowances for attending meetings as may be approved by the Board of Governors.

11. A Member Country or the WISA Council of Ministers may at any time revoke its appointment of a Director and appoint another person in his stead. The Member Country or the WISA Council of Ministers, as the case may be, shall promptly notify the Chairman of the Board of Directors of such revocation and of the new appointment. A Director appointed under this paragraph shall hold office only for the remainder of the term of his predecessor.

12. Notwithstanding paragraph 1 and 2 of this Article the Board of Governors may decide from time to time to alter the composition of the Board of Directors by a vote of not less than two-thirds of the Members representing not less than three-fourths of their total voting power. Nothing in this paragraph shall impair the right of any Member Country or the WISA Council of Ministers to appoint Directors as provided for in paragraph 2 of this Article.

Article 21

Board of Directors

Powers

The Board of Directors shall be responsible, subject to any direction by the Board of Governors, for the management of the affairs of the Corporation. It shall also be responsible for the general policies of the Corporation and may give the Managing Director general and special instructions for the implementation of such policies.

Article 22

Board of Directors
Voting and Procedure

1. The business of the Board of Directors shall be transacted at the principal office of the Corporation or at such places as may from time to time be determined by the Board.
2. The Board of Directors shall meet at least every six months or as often as the business of the Corporation requires.
3. Meetings shall be called by the Chairman of the Board on at least one month's notice unless special circumstances require a shorter period of notice.
4. A quorum of the Board of Directors shall be a simple majority of the Directors eligible to vote.
5. In voting at meetings of the Board of Directors, each Director (including the Chairman or the Vice-Chairman when presiding) shall be entitled to one vote. All matters shall be decided by a majority of the number of Directors present and voting. In the event of a deadlock the Chairman shall have a casting vote.
6. Subject to the preceding paragraphs of this Article, the Board shall settle its own Rules of Procedure.

Article 23

The Managing Director

1. The Board of Governors shall appoint a Managing Director of the Corporation upon such terms and conditions as the Board sees fit.

2. The Managing Director shall be the Chief Executive Officer of the Corporation and shall conduct, under the direction of the Board of Directors, the business of the Corporation. He shall, subject to the general control of the Board of Directors, be responsible for the organisation, appointment and dismissal of the staff.

3. The Board of Directors shall approve rules governing the appointment and conduct of the staff and the operations of the Corporation.

Article 24

Office and Seal of the Corporation

1. The principal office of the Corporation shall be located in Trinidad and Tobago.

2. The Corporation shall have an official seal approved by the Board of Governors.

3. The Directors shall provide for the safe custody of the seal which shall only be used by the authority of the Directors and any instrument to which the seal is affixed shall be signed by a Director and countersigned by some other duly authorised person.

4. The Corporation may establish agencies or branch offices elsewhere.

CHAPTER VI

ALLOCATION OF NET INCOME

Article 25

Allocation of Net Income

The Board of Governors shall, on the recommendation of the Board of

Directors, determine at least annually the disposition of the net income of the Corporation arising from its ordinary operations and what portion thereof, if any, shall be allocated after making provision for reserves or other purposes, to surplus, and what portion, if any, shall be reinvested in, or distributed among members of, the Corporation.

2. Any distribution of net income under paragraph 1 of this Article shall be made to each Member Country in proportion to the paid up value of shares held by that Member Country.

3. Payments of the net income under paragraph 1 of this Article shall be made in such manner as the Board of Governors may determine and in the respective currencies of Member Countries.

CHAPTER VII

TERMINATION OF MEMBERSHIP

Article 26

Termination of Membership

Any Member Country which disposes of all its shares in the Corporation shall cease to be a party to this Agreement, and its membership in the Corporation shall terminate on the date of the transfer of shares.

Article 27

Statement of Accounts

1. After the date on which a Member Country ceases to be a Member of the Corporation, that former Member shall remain liable for its direct financial obligations to the Corporation that were incurred before that date and for any

other liability so incurred in respect of any loans or guarantees made to or given in respect of the Corporation but it shall not incur liabilities with respect to loans and guarantees entered into thereafter by the Corporation or share either in the income or the expenses of the Corporation.

2. Upon a Member Country ceasing to be a Member of the Corporation, the Corporation shall arrange for the transfer of that country's shares as a part of the settlement of accounts with such country in accordance with the provisions of this Article. Such shares shall be disposed of in such manner as the Board of Governors may determine.

3. Where within six months of a Member Country ceasing to be a member of the Corporation, the operations of the Corporation are terminated pursuant to Article 28, all rights of that Member Country shall be determined in accordance with Articles 28 and 29. That Member Country shall be considered as still being a Member of the Corporation for the purposes of those Articles but shall have no voting rights.

Article 28

Termination of Operations

1. The Board of Governors may by a resolution adopted by a vote of not less than two-thirds of the total number of Governors representing not less than three-fourths of the total voting power of the Members terminate the operations of the Corporation.

2. After such termination, the Corporation shall forthwith cease all activities, except those incident to the orderly realisation, conservation and preservation of its assets and settlement of its obligations.

Article 29

Distribution of Assets

1. Upon dissolution of the Corporation no distribution of assets shall be

made to Member Countries on account of their subscription to the capital of the Corporation until all liabilities to creditors are discharged or provided for. However, such distribution must be approved by a vote of not less than two-thirds of the total number of Governors representing not less than three-fourths of the total voting power of the Members.

2. Any distribution of the assets of the Corporation to the Member Countries shall be in proportion to the paid up value of the shares held by each Member Country and shall be affected at such times and under such conditions as the Board of Governors shall deem fair and equitable. No Member Country shall be entitled to receive its share in such a distribution of assets until it has settled all its obligations to the Corporation.

3. Before any distribution of assets is made, the Board of Governors shall value the assets to be distributed as at the date of distribution.

CHAPTER VIII

STATUS, IMMUNITIES, EXEMPTIONS AND PRIVILEGES

Article 30

Purpose of Chapter

In order to enable the Corporation effectively to fulfil its purposes and carry out the functions entrusted to it, the status, immunities, exemptions and privileges set forth in this Chapter shall be accorded to the Corporation in the territory of each Member Country.

Article 31

Legal Status

1. The Corporation shall possess full juridical personality and, in particular full capacity -

- (a) to contract,
- (b) to acquire and dispose of immovable and movable property; and
- (c) to institute legal proceedings.

2. The Corporation may co-operate with national or international organisations or entities and may seek all appropriate contacts with a view to co-operation with such institutions of the countries to which its operations extend.

Article 32

Freedom of Assets from Restrictions

To the extent necessary to carry out their purposes and functions effectively and subject to the provisions of this Agreement, the Corporation its wholly-owned subsidiaries and joint enterprises with Governments of Member Countries -

- (a) may hold assets of any kind and operate accounts in any currency; and
- (b) shall be free to transfer their assets from one Member Country to another or within any Member Country and to convert any currency held by them into any other currency of the Region,

without being restricted by financial controls or moratoria of any kind provided that the transactions involved are carried on within the Region.

Article 33

Immunities and Privileges of the Corporation

Personnel

All Members of the Board of Governors, Directors, alternates, senior employees of, and experts performing missions in connection with, the Corporation,

its subsidiaries or joint enterprises with Governments of Member Countries, where they are not local citizens or nationals, shall be accorded work permits and such immunities from immigration restrictions, alien registration requirements and national service obligations, to the extent necessary for the efficient functioning of the Corporation.

Article 34

Taxation

1. The Corporation, its assets, property, income and its operations shall be exempt from all direct taxation.
2. Notwithstanding the provisions of paragraph 1 of this Article, the Corporation shall not claim exemption from taxes which are no more than charges for public utility services.
3. The preceding paragraphs of this Article shall apply to wholly owned subsidiaries of the Corporation and joint enterprises between the Corporation and Governments of Member Countries.

Article 35

Credits, Fiscal Incentives and Quantitative Restrictions

Each Member Country undertakes -

- (a) to grant to the Corporation long, medium and short term credits on no less favourable terms than those given to similar investors in the particular Member Country;
- (b) to accord to the Corporation no less favourable treatment than that accorded any enterprise operating in the Member Country;
- (c) to apply quantitative restrictions in such favourable manner where appropriate,

to enable the Corporation, its subsidiaries and affiliates more readily to attain the objectives of this Agreement.

CHAPTER IX

ARBITRATION

Article 36

Arbitration

1. If a dispute should arise between the Corporation and a Country which ceases to be a member, or between the Corporation and any Member Country after the adoption of a resolution to terminate the operations of the Corporation, such dispute shall be submitted to arbitration by a tribunal of three arbitrators. Each party shall appoint one arbitrator and the two arbitrators so appointed shall appoint the third who shall be Chairman. If within thirty days of the request for arbitration either Party has not appointed an arbitrator or if within fifteen days after the appointment of two arbitrators the third arbitrator has not been appointed, either Party may request the Secretary-General to appoint an arbitrator. The procedure of the arbitration shall be fixed by the arbitrators. However, the third arbitrator shall be empowered to settle all questions of procedure in any case of disagreement with respect thereto.

2. A majority vote of the arbitrators shall be sufficient to reach a decision which shall be final and binding upon the parties.

CHAPTER X

FINAL PROVISIONS

Article 37

Implementation

Each Member Country shall take the necessary action to make effective

the provisions of this Agreement and enact such legislation as may be necessary to discharge its obligation under it.

Article 38

Signature

1. This Agreement shall be lodged with the Secretary-General (in this Agreement referred to as the Depository) and shall remain open until the 15 day of September, 1976 for signature by the Countries listed in the Annex to this Agreement.
2. The Depository shall transmit certified copies of this Agreement to all the signatories and other Countries which become members of the Corporation.
3. Any Country listed in the Annex to this Agreement which has not signed the Agreement may accept the Agreement by depositing an Instrument of Acceptance with the Depository.

Article 39

Entry into Force

1. This Agreement shall enter into force when it has been signed or accepted in accordance with Article 38 of this Agreement by any four of the Countries including two of the More Developed Countries listed in the Annex to this Agreement.
2. The Depository shall notify the Countries listed in the Annex to this Agreement of the date of entry into force of this Agreement, and of all the Countries which have signed or accepted this Agreement and shall transmit certified copies thereof to all Members.

DONE at Georgetown, this 18 day of August,
One Thousand Nine Hundred and Seventy Six in a single copy which shall be
deposited with the Caribbean Community Secretariat which shall transfer
certified copies to all the Contracting States.

Signed by J.E. St. Luce, Minister of Agriculture and Supply

For the Government of Antigua on 27th August, 1976.

at St. John's, Antigua.

Signed by

For the Government of Barbados on

at

Signed by Florencio Marin, Minister of Agriculture

For the Government of Belize on 24th August, 1976.

at Belmopan, Belize, C.A.

Signed by Oliver Seraphin, Minister of Agriculture

For the Government of Dominica on 31st August, 1976

at Roseau, Dominica.

Signed by O.A. Raeburn, Minister of Agriculture

For the Government of Grenada on 3rd September, 1976

at St. Patrick, Grenada.

Signed by Gavin Kennard, Minister of Agriculture

For the Government of Guyana on 18th August, 1976

at Georgetown, Guyana.

Signed by Reg. E. Phillips, High Commissioner

For the Government of Jamaica on 10th September, 1976

at Georgetown, Guyana.

Article 40

Accession

After the entry into force of this Agreement, a Country other than one listed in the Annex may in the discretion of the Board of Governors be permitted to become a member of the Corporation by accession to this Agreement on such terms as the Board of Governors shall by a two-thirds majority vote of the total number of Governors determine. Any such Country shall deposit, on or before a date appointed by the Board of Governors an Instrument of Accession with the Depositary who shall notify such deposit and the dates thereof to the Corporation and the parties to this Agreement. Upon such deposit, and upon the subscription and payment for shares issued to it, the Country shall become a member of the Corporation on the appointed date.

Article 41

Admission of Associate Members, etc.

The Board of Governors may in its discretion and upon such terms and conditions, as it deems fit, admit to membership of the Corporation any Country to which paragraph 4 of Article 4 applies.

Article 42

Inaugural Meeting

1. As soon as possible after this Agreement enters into force, the Secretary-General shall convene the inaugural meeting of the Board of Directors.
2. Within thirty days of the holding of the inaugural meeting in accordance with paragraph 1 of this Article, the Secretary-General shall call a special meeting of the Board of Governors, if he or the Board of Directors or the Board of Governors thinks it necessary.

IN WITNESS whereof, the undersigned plenipotentiaries, being duly authorised thereto by their respective Governments, have affixed their signatures to this Agreement.

Signed by

For the Government of Montserrat on

at

Signed by Robert L. Bradshaw, Premier

For the Government of St. Kitts-Nevis-Anguilla on 28th August, 1976

at Basseterre, St. Christopher (St.Kitts)

Signed by Ira D'Auvergne, Minister of Agriculture and Lands

For the Government of St. Lucia on 1st September, 1976

at Castries, St. Lucia.

Signed by E. Joshua, Minister of Agriculture and Trade

For the Government of St. Vincent on 2nd September, 1976

at Kingstown, St. Vincent, W.I.

Signed by Overand R. Padmore, Minister of Agriculture, Lands and Fisheries

For the Government of Trinidad and Tobago on 20th August, 1976

at Port-of-Spain, Trinidad and Tobago.

