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ACTION CONSEQUENT TO CDCC RESOLUTION 11(VI)
 "INCREASED CEPAL SUPPORT TO EASTERN CARIBBEAN COUNTRIES"



UNITED NATIONS
 ECONOMIC COMMISSION FOR LATIN AMERICA Office for the Caribbean

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I. CONSULTATIONS WITH OECS GOVERNMENTS

A. Background and Initial Considerations

At the Sixth Session of the Caribbean Development and Co-operation Committee (CDCC)^{1/} the Ministers adopted Resolution 11(VI) - "Increased Support to Eastern Caribbean Countries". The Resolution made reference to the need to support the development efforts of the Less Developed Countries of the Eastern Caribbean; reaffirmed the importance of integration as a strategy for achieving development in the Eastern Caribbean; and welcomed the formation of the Organization of Eastern Caribbean States (OECS). Its operative paragraph requested the Executive Secretary of CEPAL to undertake early consultations with OECS member countries with a view to establishing the most appropriate relationship with OECS. The text of the
..... Resolution is attached as Annex I.

2. In response to the Resolution, CEPAL's Executive Secretary requested the then Director of the CEPAL/CDCC Office to assume responsibility for initiating its implementation. Accordingly, consultations were held with the OECS Secretariat and with Ministers and Officials in the Governments of Antigua, Dominica, Grenada, St. Kitts-Nevis, St. Lucia and St. Vincent and the Grenadines. The terms of reference for these missions were precisely as stipulated in the Resolution - "to determine the nature of the special relationship that should be established with the OECS". However, the opportunity was taken to obtain some advance views on the content of the related activities, and the suitable mechanism for giving effect to the special relationship.

3. During the course of these consultations, it was brought to mind that as long ago as November 1970, Ministers of those Eastern Caribbean States had formally recommended "... that the CEPAL be requested to establish a United Nations presence in the Associated States with a view to the provision of technical experts who would reside and work in more immediate contact with the people and areas they are intended to serve".^{2/} Further, it was pointed out that account should be taken of the United Nations General Assembly Resolutions requiring that "Special Actions be taken to assist Antigua, St. Kitts-Nevis, Anguilla, St. Lucia, St. Vincent and Grenada".^{3/}

In addition, the General Assembly Resolution on "Action Programme in favour of Developing Island Countries" had also to be taken into account.^{4/}

4. Over the last fifteen years there have been several substantial initiatives aimed at developing particular programmes for the OECS member states. These include the Special Regime for the LDC's within the Caribbean Community (CARICOM); preferred soft loan treatment in the Caribbean Development Bank (CDB); establishment of the Caribbean Investment Corporation (CIC); formulation and implementation of Multi-Island Programmes by UNDP; establishment of the CARDATS and CARDI projects; more recently initiatives for the creation of Pools of Experts; and currently, establishment of the Inter-Agency Resident Mission (IARM).

5. Any formula devised for implementing the CDCC Resolution would not only have to take into account the views of the OECS countries which emerged in the discussions, but also should be so oriented as to enhance what is already ongoing and had been achieved by the various other bodies and institutions. A vital requirement therefore should be the closest coordination of programmed activities. It also follows that the CDCC response should be compatible not only with the national priorities of the countries and regional programmes of other institutions, but also should benefit from those experiences and build on them.

6. In addressing the question of "the most appropriate relationship to the OECS", a primary consideration was that Antigua and Barbuda, Dominica, Grenada, St. Lucia, St. Vincent and the Grenadines, individually, were CEPAL members; while together St. Kitts-Nevis and Montserrat was an Associate Member of CEPAL.^{5/} As such they all participated in the programme of CDCC activities carried out by CEPAL's Caribbean Office, and benefited from the general support to CARICOM that had been, and continued to be an important aspect of the work of the Office. In addition, the Caribbean Office had provided particular assistance to, and had maintained close working relationships with the WISA and ECCM,^{6/} both of which have been superseded by the OECS. Furthermore, the CEPAL Office for the Caribbean had enjoyed Observer status in both the WISA Council of Ministers and in the ECCM Council of Ministers.

7. That the question of "appropriate relationship" was being addressed,

implied the wish of the Governments for a closer more sustaining partnership. It was also implicit that the relationship should be a more formalized one, which should embrace various working relationships, i.e. vis à vis.

- a) the OECS Central Secretariat (St.Lucia);
- b) the OECS Economic Affairs Division (Antigua);
- c) other OECS-related bodies, e.g. ECCA (St.Kitts), etc.

Several questions then arose, inter alia: should the actions consequent on the CDCC Resolution be defined by an agreement?^{7/} What should be the scope and content of such an agreement? How should it be "institutionalized"?

8. Against this background it became necessary to consider some legal and juridical aspects. Article 16 of the Treaty Establishing the Organization of Eastern Caribbean States (OECS) contains the provisions governing relations with other international organizations and other countries. These provisions are:

- "1. The Organization shall seek to establish such relations with other International Organizations and other countries as may facilitate the attainment of its purposes. To this end, the Organization may conclude formal agreements or establish effective working relationships with such Organizations and Governments of other countries.
2. The Organization may decide, in accordance with its rules of procedure, to admit as observers at its deliberations representatives of non-Member states or other entities".

9. In the light of these provisions, it was evident that any substantial relationship with the OECS would require the sanction of the Authority of the OECS.^{8/} It was noted that the provisions covered three aspects - the formalizing of the relationship, effective working relationship and participation in meetings of the OECS.

10. Then there were the functional aspects. As to what might be embraced within the appropriate OECS-CEPAL/CDCC relationship, the important starting points were: the scope and functions of the OECS on the one hand; and on the other, the Constituent Declaration and the Ministerial mandates that direct the work of the CEPAL/CDCC Secretariat - (bearing in mind there is not direct concurrence of the two systems of subject classifications). In terms of overall policy, the Governments see the OECS Treaty and its institutions as a closely integrated mechanism working within the frameworks of the Treaty establishing the Caribbean Community (CARICOM), the Charter of the Caribbean Development Bank (CDB), and more widely within the various United Nations instruments for the CDCC. At the same time, these sets of relationships have to be maintained in compatibility with policies and activities within the ACP^{9/} and the CGCED.^{10/}

11. Insofar as areas of OECS activities are concerned, the emphasis in the Treaty is on functional co-ordination, economic harmonization and integration, the pursuit of joint policies and participation in common services.^{11/} These extend over the wide spectrum of external political relations and representation, external economic relations, sub-regional economic integration, various aspects of social affairs, and public administration; and in fact, does not exclude a priori, any subject not individually specified in the Treaty on which the Governments may decide to act jointly.

12. Two things are worth noting, first that the OECS Treaty brought under its umbrella not only a wide range of subject areas but also a variety of functional bodies some of which operated under specific agreements, for example, the Eastern Caribbean Currency Authority (ECCA), the Directorate of Civil Aviation (DCA), the Eastern Caribbean Tourism Association (ECTA), etc. Secondly, below the level of the Authority and Ministerial Committees^{12/} the functions were distributed over several bodies and institutions located throughout the OECS sub-region, with some broad subject areas seeming to have parts allocated to different bodies; for example, transportation^{13/} and trade.^{14/}

13. Review of the CEPAL/CDCC functions showed there were some subject areas specified in the OECS Treaty that did not fall within the scope

of the CDCC's Constituent Declaration and the authorized Work Programme.^{15/} Mutual Defence and Security, Overseas Representation, and the Judiciary are not subjects that fall within the scope of CDCC. In addition, there are some OECS subject areas that fall within the broad mandates of CDCC, but which have not been designated as priorities at CDCC level, for example, Public Administration and Management. However, currently mandated CDCC activities fell in a majority of the OECS-specified subject areas.

B. Findings

14. Concerning the institutional aspects, the indications that emerged from the round of consultations were that something more concrete than the normal CEPAL-membership relationship was expected. It was made clear by the Governments that in their view "appropriate relationship" was understood to be more specific in nature and supplementary to the relationship which already existed between CEPAL/CDCC and the OECS States by virtue of Membership and Associate Membership of CEPAL and the CDCC. Accordingly, it would be appropriate to conclude some kind of OECS/CEPAL/CDCC agreement.

15. In addition, there was a strong bias in favour of relationship with a presence as against relationship without a presence, emerging from all the consultations. This was regarded by most Governments as a sine qua non given that was to be the development of effective working relationships geared to the OECS bodies on an ongoing basis.

16. Most Governments made it clear that what they wished to see was a focal point for the CDCC located in the OECS. Even more specific, some Governments were of the view that it should constitute a special representation at OECS; and others, that it should be seen as a United Nations Secretariat presence in the Eastern Caribbean. In both these views the focal point would be a permanent presence for monitoring and maintaining the continuity of such activities as are undertaken to meet the requirements of increased support to the Eastern Caribbean countries deriving from the UN, CEPAL and CDCC.

17. The stated opinions were in favour of a relationship to the principal institutions of OECS; and further, that the Observer Status of the CDCC was desirable and should be maintained. In this regard most Governments drew a perceived distinction between the mandated commitments in CDCC as distinct from general mandates of the regional commission.

18. Regarding the Functional Aspects, they saw the CDCC focal point as something that should be able to provide guidance on the workings of the United Nations; and even beyond that, to be able to inform the OECS Governments and the OECS Secretariat about the scope and competence of United Nations System organizations that do not maintain offices in the subregion. These functions would include elucidation of methodology and procedures; and also a measure of assistance to the OECS with the mechanics of relationships, on a continuing basis.

19. The point was made that the OECS countries were not sufficiently informed and in some cases were scarcely aware of the linkages and roles of United Nations New York, the Economic Commission for Latin America at Santiago, and the CDCC at Port of Spain. While they were expected to participate at the three levels and put forward their interests, it was far from clear how the linkages operated to implement the specific decisions that affect the OECS countries. The CDCC focal point to the OECS should therefore serve also as a mechanism for sensitizing the OECS to the activities of the UN; and conversely for sensitizing the UN to the particular situation, priorities, and orientation of the OECS.

20. The CDCC focal point should therefore have the stature and capacity to assist the OECS to push the follow-up on General Assembly resolutions calling for special assistance to the OECS countries individually and collectively. It follows too that for the OECS to get the best out of CDCC and CEPAL, they need to be continually briefed, and in turn provide briefing to the CDCC, which could be achieved only through the focal point.

21. In this regard, the CDCC focal point should be able to act as a channel to the UN Secretariat System for needed assistance in new areas being entered upon by OECS countries. A case in point is that OECS countries are coming to grips with problems of succession to treaties, on some aspects of which the UN Legal Department, for example, could be of considerable assistance.

22. The Governments saw the need for the development of a OECS sub-programme within the overall CDCC programme which covers the whole Caribbean. This OECS sub-programme should be oriented to national capability development, and should contain components that would enable the OECS countries to improve their benefit from TCDC activities.

23. The Governments made very clear their view that the CDCC focal point should emphasize the regional aspects in supplementing the various agencies operating in the Caribbean, and which generally concentrate on national projects. However, its activities should not be so defined as to rule out support to individual countries on request; consequently its scope should embrace both multilateral and bilateral components.

24. In this regard the CDCC focal point could assist the governments in identifying what they need individually; and also assist in getting the Specialized Agencies to have Caribbean components in their global programmes, some of which would be specific to the OECS group. However, it was stressed that the CDCC focal point, while being able to stimulate specific studies should not be project-oriented. That role should be left to UNDP. In short, the CDCC focal point should serve those functions that would not be undertaken by UNDP, even if at some time UNDP were to locate an office at St. Lucia near the OECS Central Secretariat.

C. Recommendations

25. The following key recommendations flow out of the findings of the consultations:

- i) An Agreement should be concluded between CEPAL and the OECS to provide: (a) the basis for the special relationship; and (b) the framework for such special support activities as are agreed between the two institutions;
- ii) A CEPAL/CDCC presence should be established near the OECS Central Secretariat with the function of coordinating the implementation of CEPAL/CDCC special support activities for the OECS countries;

- (iii) The CEPAL/CDCC representative administering that function should be of high status consistent with participation in the deliberations of the principal institutions of the OECS;
- (iv) The CEPAL/CDCC representative should have discretionary authority such as to enable it to determine and establish working relationships with the institutions of the OECS;
- (v) The CEPAL/CDCC representative at the OECS should be authorized to pursue closest collaboration with UNDP and other bodies in the subregion in the programming and implementation particularly of multi-island projects;
- (vi) There should be within the overall CDCC programme a specific sub-programme for the OECS;
- (vii) Specific allocation of resources should be made through CEPAL/CDCC to provide the operational basis for the presence at the OECS.

II. CEPAL/CDCC SUPPORT ACTIVITIES TO OECS

A. Overall Orientation

26. The views that emerged from the consultations revealed that the OECS Governments have a specific view of the orientation that should apply to CEPAL/CDCC support for the OECS. Generally, strongest emphasis was placed on:

- a UN presence in the OECS subregion;
- sensitizing OECS to current UN activities and sensitizing the UN to the particular situation, priorities and orientation of the OECS;
- stimulating co-ordination of and also monitoring of UN activities consequent on General Assembly Resolutions for Special Assistance to OECS Member States;
- acting as a channel to and providing guidance on the workings of the United Nations itself, and its Secretariat;
- supplying information on the scope, competence and procedures of UN System organizations that do not maintain offices in the subregion;
- promoting regional programmes to complement and supplement the projects of the Inter-governmental Bodies (CDB, CARICOM, etc.) and the operational agencies (UNDP, UNESCO, ILO, etc.);
- assisting individual governments to identify some specific and basic needs in terms of immediate plans of action (including assistance on request with "finding path through the maze of reports");
- the support activities facilitating their participation in and benefiting from the CDCC programmes.

There was strong emphasis on the view that the support activities should be co-ordinational and not project-oriented. Also, that it should be capable of acting on the various UN General Assembly Resolutions (since 1976) on "Assistance to Grenada", and "Assistance to Antigua, St.Kitts-Nevis-Anguilla, St.Lucia and St.Vincent", which have stressed the special problems of these island economies, and requested the Specialized Agencies and other organizations in the UN System to increase and intensify their assistance within their respective spheres of competence.

27. In discussing the orientation and scope of CEPAL/CDCC support activities, reactions were sought to the following specific suggestions:

- i) collaboration with the Economic Affairs Division of OECS in co-ordination with the CDB, the World Bank, the UNDP statistics project and the Inter-Agency Resident Mission (IARM) to improve economic information on the Eastern Caribbean countries;
- ii) identification of opportunities for TCDC activities between OECS countries and countries in Central and South America;
- iii) collaboration in the work of the IARM and the Pools of Experts;
- iv) provision of Short-term Experts drawn from or supplied by the CEPAL system;
- v) training courses organized by ILPES with financing from outside the CEPAL system;
- iv) in-depth research on a particular topic of interest.

The general reaction was that these all had some merit, but required answers to the questions of availability of resources and best utilization of such resources. However, the following observations were offered.

28. Item (i) in practice means annual preparation of country memoranda for CGCED and determining the list of accompanying projects to be submitted for financing. The longer term aspect of establishing permanent

statistical capability in the OECS subregion cannot be achieved in the frame of the current annual exercises. There was need for the OECS countries to be more closely involved in those country studies and for improving the basic data in respect of all the seven OECS countries, but this is best achieved by strengthening the data-collecting systems. The creation of "Pools of Experts" [item (iii)] was meant, among other things, to tackle these deficiencies. CEPAL/CDCC support should, therefore, not be tied into the IARM, which is CGCED projects oriented; but if the resources are available could work with the "Pools of Experts". Item (iv), provision of Short-term Experts, would best be achieved by use of persons already knowledgeable about the problems and possibilities - the alternative of bringing in short-term people being much more expansive and relatively less effective. Item (v), training courses in planning and in statistics (for middle-level personnel), was seen as necessary not in the context of ad hoc exercises, but instead in terms of an installed capability to meet the continuing need. That is, establishing a permanent system of training programmes, which should be based in the OECS training unit at Antigua. Concerning item (ii), TCDC with countries of Central and South America, the process should build on the specific relationships that already exist^{16/} and priority should be given to intra-Caribbean TCDC exercises, with focus on tested solutions to unique Caribbean problems.

B. CDCC Programmes

29. The CEPAL/CDCC Secretariat administers and executes the programme "Economic Co-operation and Integration in the Caribbean"^{17/} The focus of this programme was defined by the Governments: "...to promote social and economic development; the stimulation of better co-ordination within the Caribbean region; and the promotion of co-operation between CDCC member countries and other members of CEPAL- as well as with the integration groupings of Latin America". Within that broad orientation, pride of place was given to the co-operation and mutual assistance activities.

30. Some levels of co-operation already existed among the Caribbean countries, whether bilateral or within the integration mechanisms of ECCM, WISA and CARICOM. The role of the CDCC therefore was to expand and systemize

region-wide co-operation using the elements that the Governments considered desirable, and building on the integration mechanisms.

31. At CDCC level the institutional model for co-operation was approved, and for each specific area of activity, would constitute a mechanism with the characteristic of a high level of decentralization, with a "nucleus" charged with the functional co-ordinating responsibility, and the day-to-day activities implemented through the related national institutions. These networking characteristics derive from the criteria set by the Governments that the co-operation activities should accord to and be part of the national priorities and programmes; that they should not result in the creation of a multiplicity of new institutions; that they should not constitute a drain on already scarce financial and personnel resources.

32. The important consideration was that co-operation activities should be so geared that they add to the capabilities of the national bodies through mutual support from the other participating countries and from the international community. The Caribbean Council for Science and Technology (CCST), the Caribbean Information System, the Statistical Data Bank, are examples of different applications of that basic strategy, adopted in the recognition that for any individual country the needs exceed the resources and can only be met through collective actions and pooling of resources.

33. Although CDCC programmes generally apply equally to all its Members and Associate Members, they do not all benefit equally from the programmes; and the OECS participating countries are among the least advantaged. The considerable variation between the countries, not just in terms of size but even more importantly in terms of installed capacity and administrative infrastructure, result in a wide range of capability for participating in ongoing CDCC programmes.

34. Recognition that the OECS Member Governments have not so far benefited as much as they could from CDCC projects and programmes, is itself indicative that: (i) immediate attention should be given to enhancing their participation in ongoing CDCC programmes; (ii) whenever consideration is being given to medium and long-term CDCC activities, it is necessary to determine what additional programme components should be formulated to meet the special needs of the OECS Member States.

35. A further consideration is that the OECS countries may require some particular programme components, which would not apply to the other CDCC countries. Such components would of course be dictated by the unique developmental problems, prospects and policies of those states, to the extent that they are different from those of other Caribbean countries.

OECS Participation in Current CDCC Programmes

36. Because the OECS countries have not benefited as much as they could from CDCC programmes, there is an immediate need to establish the environment to ensure an improvement of that situation.

37. Concerning the CCST, Grenada, Dominica, St. Lucia and St. Vincent ratified the Statutes and participated in the inauguration of the Council and its working groups and also in the adoption of its Work Programme.^{18/} Since then, working groups have been established on: Energy, Transfer of Technology and Patents; Information Systems; Agricultural Research; Marine Affairs (including Fisheries); Health; Universities; Industrial Sector and Public Sector Institutions.

38. Antigua-Barbuda, Montserrat and St. Kitts-Nevis have so far not participated in CCST activities. Senior Government officials in Antigua-Barbuda and St. Kitts-Nevis requested that information on the CCST be transmitted to them, as there was interest to initiate some necessary actions. It must however, be noted too that there are no national Science and Technology bodies in most OECS countries, lack of which is a distinct constraint.

39. Similarly, except for Grenada, the OECS countries have not so far participated in the Ad Hoc Working Groups on Planning.^{19/} So far their "participation" has been limited to the UNDP Economic Adviser located in the OECS Secretariat. In a situation therefore where OECS needs for planning development are greatest (relative to the other CDCC countries), their participation is least.

40. With the Caribbean Information System and the related documentation services, a somewhat reverse situation obtains. All the OECS Member States have participated in the regional workshops conducted within the IDRC-assisted CARISPLAN project.^{20/} In addition, most have benefited from national training courses for their library and documentation personnel; but only three have

some installed basic documentation facility - consequently they are unable to make use of much of the continuing services provided by the Caribbean Documentation Centre in the CEPAL/CDCC Secretariat.

41. The Statistical Data Bank provides another example of low OECS participation. In this case, it is the relative absence of time series of the major macro-economic variables relating to the OECS Member States. Abstracts of the material in the Data Bank are soon to be published and sent to the Governments but will include an insufficient amount of OECS-based data. This situation derives from inadequate public sector infrastructure particularly in the areas of fact finding, with the result that essential basic information are seldom currently available.^{21/}

Enhancing OECS Participation

42. It is evident that the OECS countries need supports of various kinds not required to the same extent by the larger CDCC countries. From the above examples, it is clear that support to their institution building and training efforts is a prerequisite for the OECS Member States to benefit more fully from the CDCC programmes, especially the functional operations and the continuing services. Two direct requirements derive: (a) on-line consultative and advisory services; and (b) supplementary financing (for example, to cover travel and related expenses). There is, therefore, the need for the allocation of resources to meet these requirements.

43. There are innovations that could be employed to improve the situation, for example, that meetings, Ad Hoc Working Groups and Training Courses should be held in OECS countries to the greatest possible extent - since it is relatively easier for the host government to maximize its participation.

C. Additional Components to CDCC Programme Elements

44. Although the CDCC programmes are predicated on various inputs being made by the Governments themselves, the OECS countries present a clear case of supplementary action to enable those Governments to make inputs. For example, in the conduct of surveys and information gathering, a desirable

component is the provision of expert assistance to the OECS countries. Such action could serve not only to offset their acute shortage of personnel, but also would set in place systems and procedures that could be relatively easier for them to apply on subsequent occasions. In some cases, such inputs may derive from TCDC basis and in others from the UN System, depending on the circumstances. The important aspect is that the need be recognized and incorporated from the outset.

45. It is in this context that the Economic Planning (Energy) Working Group is being geared to place special emphasis on the OECS countries. The preparatory work for the group has been so divided, that while the larger CDCC countries will themselves provide their necessary inputs, a phase of field work will be undertaken by a Caribbean Office Consultant, exclusively for the OECS countries. Paralled with this initial steps have been taken to mobilize resources for training courses in planning, to meet the identified need in these countries and also to respond to specific requests received from them.

46. This kind of Ad Hoc assistance has been provided on previous occasions for some specific UN Programmes, but it is not a solution to the basic problem. It has to be combined with specific effort to develop in each country the basic capability so as to eliminate need for such Ad Hoc palliatives. This means dove-tailing short-term assistance with national administrative infrastructural expansion (both budgetary and personnel). Some of the national projects supported by UNDP, UNESCO, ILO are directed to such infrastructure strengthening and there should be close co-ordination of CEPAL/CDCC support with such efforts. The projects in Socio-Economic Development Planning,^{22/} Regional Planning and Plan Implementation^{23/} are cases in point, to quote just a few.

47. Recognition of the need for permanent strengthening of administrative infrastructure, is the basis on which the Caribbean Office is currently planning special assistance in 1983 to St.Kitts-Nevis and St.Vincent and the Grenadines, for library and documentation services development. This assistance oriented to organizational strengthening along with the necessary training facility, would result in enhancement of the installed capacity for pro-

viding to the planners and policy-makers the important materials and data they need for decision-making. Accordingly the thrust for the next stage in development of the Statistical Data Bank also is being concentrated on the OECS countries, where they lack most and need most statistics. The particular component for the OECS countries will be concentration on up-dating of published statistics and expanding the range on continuing recurrent basis.

48. Attention is also to be given by the Caribbean Office to various economic sectoral aspects intended to stimulate trade and production. For example, in the area of international trade, work is programmed on export/import techniques to enhance their harmonization and simplification for intra-OECS trade. And accompanying this, a Register of Tradeable Products is to be developed, emphasizing commodities from OECS countries to be exported to the rest of the Caribbean and world markets. Similarly, the Caribbean Office's Survey of Agro-industrial activities and survey of Fishing, are being oriented to achieve full coverage of the OECS countries, at the same time responding to specific requests for support to specific elements of agricultural development projects, as in the case of St. Kitts-Nevis.

49. The appropriate CEPAL/CDCC component in the case of each country will depend on the specific need and the related inputs offered by other institutions.

D. Unique OECS Programme Element

50. Beyond the foregoing, the unique problems of the OECS countries need to be addressed. There have been several efforts to identify the special needs of these countries in the context of CARICOM and the CDB, and more recently within the CGCED. So far, the CDCC has not given attention to this aspect. Responses to General Assembly Resolutions on Special Assistance to OECS countries, and responses to General Assembly and UNCTAD Resolutions in respect of island developing countries also require this further dimension.

51. UNDP's "Third Multi-island Programme of the Governments of the Eastern Caribbean" for the period 1982-1986 which is essentially regional, has particularly to be taken into account, as it addresses itself to many of the special problems of the OECS countries. The Development of Statistics project for example^{24f} which is directed towards improving the reliability of the statistical base, has a direct relationship to CDCC's Statistical Data Bank, and complementary CDCC inputs would be uniquely for the OECS countries.

52. Such elements need to be developed in continuing consultations with the Governments, the OECS Secretariat and the other operational bodies in the Caribbean subregion.

53. It is, however, necessary to appreciate that there are already a range of activities entirely geared to the OECS countries. The in-house social research studies of the Caribbean Office are a case in point. These studies in Social Structural Changes, were mandated in the terms ... that "the diversity of situations existing both between Member States of the Committee and with the countries should be classified and analyzed". These studies will assist in the formulation of a policy for social development. A primary consideration was that, relative to the other CDCC countries, less has been documented about the sociological evolution of the OECS countries. In addition, there was need to develop methodologies applicable to the Caribbean situations; and also the need that these studies should permit the identification of (and characteristics of) social phenomena that are crucial to the processes of growth and development. Monographs on St. Lucia and Dominica have been completed, and others are to commence on Grenada, and St. Vincent and the Grenadines.

54. Also within the CDCC Social Affairs Programme, the component on Creole Discourse and Social Development will commence with St. Lucia and Dominica, where there is marked Creole/English bilingualism. This activity is seen as a necessary support to programmes of permanent education, and essential for facilitating communication on important nation-wide programmes like disaster preparedness. The activity will also take account of TCDC possibilities with the rest of the French-speaking Caribbean, and later will deal similarly with Creole/English.

55. Other areas that are being examined in respect of the OECS countries include aspects of trade: identification of opportunities for TCDC between OECS and countries in Central and South America in trade information and trade promotion; export potential of OECS countries (taking into account the ITC/CDB project of supply/demand surveys ongoing in some countries); the balance-of-payments situation and perspectives of OECS countries; and the trade patterns of small-scale island economies in parallel with the current UNCTAD Action Programme in favour of Developing Island Countries. Underpinning this range of activities would be special attention to the OECS in the new sub-programme of the Caribbean Office in development economics studies, meant to elaborate and give greater depth to the Overview of Economic Activity that is prepared annually.

III. CO-ORDINATION OF CEPAL/CDCC ACTIVITIES WITH ACTIVITIES OF OTHER UNITED NATIONS BODIES

56. One element that emerged from the Consultations was that CEPAL/CDCC support to the Eastern Caribbean countries would need to be so oriented as to achieve the closest co-ordination with programmes of other institutions, while maintaining compatibility with the national priorities of the countries. In this regard, specific mention was made of actions deriving from decisions within the United Nations, e.g.:

- United Nations General Assembly resolutions requiring that special actions be taken to assist Antigua/Barbuda, Dominica, Grenada, St.Kitts/Nevis, St.Lucia, St.Vincent/Grenadines;
- United Nations General Assembly resolutions for Action Programme in favour of Developing Island Countries;

and also the many project activities addressed to the countries, i.e.:

- UNDP multi-island and national programmes and projects;
- Programmes of Specialized Agencies operating in the subregion;
- Other United Nations activities.

57. Preliminary examination of UN, UNDP and Specialized Agencies documents relating to the various initiatives reveals considerable overlapping and also interfacing; and it becomes difficult to identify specific actions that were stimulated by particular resolutions which otherwise would not have been undertaken. Similarly, it is difficult to come to conclusions as to the extent that bilateral programmes have been enhanced in response to decisions reached in multi-island fora.

A. UN Special Economic Assistance to OECS Countries

58. During 1980 and 1981 United Nations multi-disciplinary multi-agency missions visited countries in the OECS group, and submitted reports on their findings, the assistance being provided by various donors, and further assistance required.^{25/} In St. Vincent and the Grenadines, the Mission in consultation with the Government identified a number of projects and programmes designed to meet the short-term needs of the country, and to assist in the rehabilitation and reconstruction necessitated by the natural disasters which had struck the economy during the preceding three years. In Dominica it was found that the destruction from natural disasters in 1979 and 1980 combined with significant damage from extraordinary rains in 1981, had forced the Government to concentrate almost exclusively on relief and rehabilitation. As a result, there had been a diversion of resources from medium-term and long-term development. In St. Lucia, although the Government was determined to pursue an integrated programme to overcome weaknesses in the past pattern of development, it was essential to devote a significant amount of resources to rehabilitating economic and social infrastructure damaged by hurricane. In Grenada, although there was significant damage to physical infrastructure, the economy suffered its greatest setback, both in the short and long-term, in the agricultural sector, through loss of crops and top-soil, the leaching of soil nutrients and destruction of forest cover. This again was attributable to hurricane damage.

59. These Missions were in response to General Assembly resolutions, originally conceived in terms of the special assistance those countries require for their medium and long-term development. As it happened, natural disasters intervened and shifted the focus to immediate short-term needs. There was,

however, sufficient indication that the medium and longer term requirements were for assistance to achieve expansion and diversification in agriculture, upgrading of fisheries, strengthening the industrialization process and the tourism industry. To support those developments substantial inputs would need to be made for vocational, technical and managerial training, in addition to concessional financing.

60. The lists of projects in the reports of the Missions, which were intended to mobilize the financial, technical and economic assistance of the international community (in particular that of the developed countries and the appropriate organizations of the United Nations systems) were not dissimilar to the projects lists submitted to other fora, e.g. the CGCED. Inevitably the lists reflected the current activities of traditional bilateral donors and United Nations and Inter-Governmental bodies active in the subregion.

61. The CEPAL/CDCC role has, so far, been limited to participation of substantive staff member in missions, and some assistance with preparation of missions. There has been no involvement in follow-up after presentation of the mission reports to the General Assembly. In the circumstances it has not been possible to discern the specific responses generated by the mission reports.

62. It is more than probable that the UN General Assembly will again revert to the medium-term and long-term developmental problems and needs of these countries. In those circumstances the desirability of supporting the UN Headquarters efforts from the field cannot be gainsaid. The role for CEPAL/CDCC seems self-evident.

B. UN Action Programme in Favour of Island-Developing Countries

63. UNCTAD Secretariat was required by resolution 98(IV) to undertake a programme of specific action related to the particular needs and problems of island-developing countries. That mandate was extended by resolution 111(V) which called upon UNCTAD, in co-operation with regional and other competent institutions, to carry out a series of in-depth studies of the problems of island economies. In addition, UN General Assembly resolu-

tions 32/185 (19 December 1977) and 34/205 (19 December 1979) urged all organizations of the UN system to identify and implement appropriate specific action in favour of developing island countries.

64. The several resolutions drew particular attention to the areas of:

- transport and communications;
- trade and commercial policies;
- industrialization;
- tourism;
- the flow of technology;
- maritime and submarine resources development;
- the flow of external resources;
- environment protection;
- response to natural disasters,

Also, UN organizations and the Regional Commissions were urged to give attention to the programmes of regional and subregional co-operation. Notably, operative paragraph 10 of resolution 34/205 specifically "calls upon the Regional Commissions urgently to identify appropriate action in favour of developing island countries in their respective regions".

65. In response, UNCTAD has carried out a range of activities in favour of island-developing countries since 1978, including the establishment of a programme and a unit devoted to the problems of Least Developed, Land-locked and Island-Developing Countries. Global studies have been undertaken; for example, under the broad heading of transport and communications there was consideration of feeder and inter-island services by air or sea for island-developing countries.^{26/}

66. Concerning the Caribbean, the UNCTAD responses have included:

- technical assistance in shipping and ports to Antigua and Dominica;
- the Development of Shipping projects (with UNCTAD and IMCO);
- assistance to CEPAL/CDCO with producers' and exporters' associations;

- UNCTAD/GATT/ITC projects on export marketing and development of trade promotion (in collaboration with CDB);
- assistance to ECCM Secretariat in joint export of agricultural products;
- assistance through CARICOM in analyzing the results of MTN from the point of view of CARICOM member countries.

67. Various reports of the Secretary General to the UN General Assembly²⁷¹ concerning these resolutions, prepared in collaboration with the UNCTAD Secretariat, have summarized information relating to individual international organizations (comprising the United Nations, the Specialized Agencies and GATT, and Caribbean Inter-Governmental Organizations), also information relating to Bilateral Aid, in terms of action undertaken in favour of island-developing countries. Generally they list the technical assistance projects and financial assistance under each of the sector heads, for each institution. In the majority of cases the multilateral projects are UNDP-financed, and in others the funds are provided by countries that do not involve themselves in project planning and execution (mainly the Scandinavians) but leave these aspects to the multilateral agencies.

68. Implicit in the presentations is the premise that all the activities undertaken in the Caribbean island countries are in support of the called for action programme. The basic assumption would seem to be that the projects were devised and carried out within the specificities of the problems of these island countries. As the planning of individual projects are carried out by the separate jurisdictional bodies, it is even more difficult to come to an informed judgement as to the extent that the total package for any single island constitutes an action programme.

69. It might be recalled that the General Assembly resolution 32/185 in its preambular part drew attention to the "particular impediments hampering the economic development of many developing island countries, especially their difficulties in respect of transport and communications,

their distance from market centres, the smallness of their economies and markets, their low resource endowment and their heavy dependence on a few commodities for foreign exchange earnings, shortage of administrative personnel and heavy financial burdens". It is more implicit than explicit that the packages of programmes and projects are directed to these particular impediments. In some instances as with transport and communications and the Inter-Agency Resident Mission, this seems very evident; but with others the evidence is not so clear.

70. Against this background CEPAL/CDCC could perform the useful role of focusing more sharply the specificities to be addressed, and assisting with the integration of the related activities to achieve more direct and greater impact on island developmental problems. In this, two aspects should be borne in mind: first, the injunction in General Assembly resolution 34/205 that the international community should ensure that the criteria, terms and conditions governing the flow of financial and technical assistance should be geared to the special needs and problems of the countries concerned; second, the continuing pattern that the balance and orientation of development is largely dictated by choices of bilateral donors. Both these aspects have been subjects of concern to the OECS Governments.

C. UNDP/OECS Projects related to CDCC Activities

71. There are four UNDP multi-island projects programmed to be operational in 1983 (shipping, health, agriculture and statistics). CEPAL/CDCC is a Co-operating Agency for the Shipping project, but has no equivalent formal linkage to the other three projects. The Health project^{28/} lies outside CDCC's activities, but the Agriculture and Statistics projects do not.

72. The extent of CEPAL/CDCC involvement with the Development of Shipping project (CAR/80/004) has been substantial - initially concerned technical advice supporting the shipping statistics exercise in follow-up on CEPAL/CDCC Shipping Statistics Survey in 1980, and latterly in the role of representing CEPAL on the Steering Committee of the project. In the original conception accepted by CDCC, the Activity was to cover a wide range of maritime matters and would apply to all CDCC countries; but in its evolution there has been some narrowing of

its coverage and scope. The project has always had a close relationship to OECS countries and small vessels traffic. Critical consideration will need to be given both to the project activities and to CEPAL/CDCC role in the project for the rest of its duration, especially as it falls within the CDCC mandated programme.

73. The agriculture project (CAR/81/002) is in fact a new phase of CARDATS (to be executed by CARICOM with FAO and United Nations Volunteers (UNV) as Co-operating Agencies). CEPAL/CDCC assisted in its initial planning, but ceased to be involved when there was not a substantive officer at post. In its new phase it is expected to establish operational linkages with and be supportive of the national agricultural programmes in Antigua, Grenada, St.Kitts/Nevis, and St.Vincent and the Grenadines. The land tenure and support services aspects fall within CDCC agriculture activities range. The agricultural research aspects also fall within CDCC science and technology activities range. There is the need to consider the specific linkage that is desirable, between CDCC and this project, which is presently programmed to run through 1984.

74. Concerning the Statistics project (CAR/80/002) CEPAL/CDCC in the past gave strong support to the predecessor projects, especially in the areas of preparation of methodology^{29/} and in training. Further, CEPAL/CDCC through its participation in the Standing Committee of Caribbean Statisticians, was mover of the earlier project to determine the needs for and the ability to deliver technical assistance in statistics among the Caribbean countries. There is now the need to establish a rational linkage between the Caribbean Data Bank and the data collection/analysis/processing activities to be undertaken within the statistics project. It has already been intimated that CEPAL/CDCC "is willing to assist in areas of effecting improvements to and inauguration of basic statistics in Antigua, Dominica, Montserrat, St.Vincent and the Grenadines; and initiating work on the preparation of constant price estimates and other indicators". The specifics of this will need to be spelled out.

75. It is important to note that except for the Inter-Agency Resident Mission to which reference is made in paragraph 22, the statistics project is the only

multi-island project presently scheduled to run beyond 1984. Also, that at least half of the multi-island fund in any single year has been devoted to this project. For a more precise appreciation of UNDP's multi-island programme reference should be made to Annex I.

76. A further factor of importance to CDCC activities is that the UNDP allocation to multi-island projects for 1982-1986, is reduced by approximately half from its previous level. A consequence is that in several subject areas there is a gap in the promotion of co-ordinated action among the OECS countries which should be of prime concern to CEPAL/CDCC.

77. Much attention has been attracted to the project RLA/83/004 Inter-Agency Resident Mission (IARM) established as the result of decisions taken within the CGCED framework. The primary objective of this project is to supplement the administrative management capability of the OECS group of countries thereby improving their absorptive capacity for formulating and executing projects financed within the CGCED. The IBRD has been designated Executing Agency, with the financing shared between UNDP, IMF, IBRD, OAS, USAID, UK(MOD), Canada (CIDA). The Work Programme for this project has not yet been formulated, and in its absence the specific content of desirable CEPAL/CDCC collaboration cannot be spelled out. It does, however, seem that to the extent it engages in giving assistance with macro-planning, there should be scope for positive collaboration. However, no prejudgement can be made on this as the Governments have already voiced their apprehensions regarding the role of the IARM with respect to planning and policy formulation.

78. As regards the UNDP Country projects two aspects should be of primary interest to CEPAL/CDCC - firstly, the possibilities for "regionalizing" similar aspects of various country projects; and secondly, the correspondence of the national projects to subject areas being pursued regionally by CDCC. A summary presentation of the country projects is given at Annex 2. There are specific items in several of the individual country projects with which CDCC should assist the UNDP and its Executing Agencies to increase the level of compatibility between the national and regional programmes. These need to be taken on a case-by-case basis and the specific action worked out with the individual Government and the concerned Agencies.

79. UNESCO has already adopted a "regionalizing" approach to country projects in the field of education, and this is evident in the common inputs to similar projects - while retaining variations to accommodate the particular national situation. Possibilities for further development of this approach exist in the transport and communications sector, in the industry sector, in the agriculture sector, and in economic macro-planning. As it happens these very sectors constitute a substantial area of mandated on-going CDCC activities.

80. Aside from the foregoing, there are country projects to which CDCC should be able to give supplementary assistance, always recognizing that the area of CDCC focus has to be subregional rather than national. In some cases, e.g.:

- the establishment of a National Energy and Technology units in both St.Lucia and St.Vincent and the Grenadines;
- establishment of Science and Technology units and development of a national science policy, in Antigua/Barbuda,

the extent of overlapping activities would demand prior clarification of the precise CEPAL/CDCC role, so as not to generate situations of the exact nature that CDCC was established to solve, or at least ameliorate.

D. Projects of other UN Bodies for OECS

81. Aside from executing UNDP-financed projects, the several agencies operating in the subregion also undertake activities financed from their own budgets or from other extra-budgetary sources. Detailed review showed that for some bodies (e.g. WFP) the activities were of a nature that lay outside the CDCC scope; in some (e.g. UNFPA) no significant activities were currently programmed beyond 1982 for OECS countries;^{30/} and in others, (e.g. PAHO/WHO) the activities tended to be so specialized that there were just a few areas of interaction with ongoing CDCC work. In the cases of FAO, ILO, UNESCO, UNICEF, however, there were aspects of various non-UNDP financed projects that related to CDCC activities, and which would have to be approached with considerable care.

82. In the case of PAHO/WHO,^{31/} within the technical co-operation programme for the nine Eastern Caribbean countries, there are aspects in the projects in information systems, food and nutrition, environmental control (water control), manpower planning and some of the appropriate technology studies that could be co-ordinated to the related CEPAL/CDCC activity. For ILO non-UNDP financed projects, there is already a measure of ILO-CEPAL/CDCC collaboration, in that ILO has contributed technical input to the CDCC manpower planning activity. No linkage has yet been made between CEPAL/CDCC programmes and ILO's programme for Co-operative Development in the Eastern Caribbean (Antigua, St. Lucia, St. Kitts/Nevis, St. Vincent and the Grenadines), nor with ILO's range of regional advisory services (Labour Administration, Management Development, Vocational Training, Women and Young Workers Social Security).

83. In the case of UNESCO projects the range is even more wide, and requires the ensuring of compatibility between the UNESCO national activity, and the CDCC regional activity, much of which has been developed with UNESCO's support, for example, science and technology.^{32/} While UNESCO's non-UNDP financed resources are notionally allocated on a national basis to take account of unexpected projects and the national limitations in forward programming, in its operation it strongly emphasizes its advisory services, which operate as a kind of pool of experts on call to the governments. That is, those advisers are not assigned to particular projects - and they cover such areas as education, communication and information, and more recently science.

84. A potential area of delicacy is the high probability that agencies may merge their normal national projects into some kind of subregional approach. This could lead to "jurisdictional" problems attributable to each agency making the point that on a subject they are already addressing the OECS as a group. The special rôle accorded to the UN Regional Commissions, and to the CDCC to develop the wider co-ordination is seldom fully appreciated at field level, and a careful, tactful and discreet approach is therefore very necessary.

85. Beyond the above, various Divisions and Centres of the UN Department of International Economic and Social Affairs (DIESA) from time to time conduct specific activities in the Eastern Caribbean, as components of their global activities. The pattern in the past has been to deal with these on an

Ad Hoc basis. In some cases such activities derive from CDCC decisions (e.g. Seminar on Transnationals), while in others they derive from UN Headquarters initiative within the terms of General Assembly mandates. CEPAL/CDCC support to the OECS would indicate a more comprehensive and coherent approach towards collaboration with UN Headquarters field activities.

"Notes"

1/ Grenada, 4-10 November 1981 and New York, 3-4 February 1982.

2/ See Annex II.

3/ General Assembly Resolutions 32/186 (19 December 1977); 32/152 (20 December 1978); 34/204 (19 December 1979); 34/118 (14 December 1979); 34/194 (13 February 1980); 35/101 (5 December 1980); 35/102 (5 December 1980).

4/ General Assembly Resolution 34/205 (19 December 1979).

Also, in its Resolution 32/184 of 19 December 1977, the General Assembly urged all organizations in the United Nations System to continue to identify and implement, within their respective spheres of competence, appropriate specific action in favour of developing island countries, in accordance with the recommendations in Resolution 98(IV) of the United Nations Conference on Trade and Development, in particular those concerning the fields of transport and communications, trade and commercial policies, industrialization, tourism, the transfer of technology, marine and submarine resources development, the flow of external resources, environment protection and response to natural disasters. It further urged the United Nations Organizations and the Regional Commissions to give attention to the programmes of regional and subregional co-operation in respect of developing island countries, and called upon Governments, in particular those of the developed countries, to take fully into account, in their bilateral and regional development efforts and in relevant negotiations towards the attainment of the objectives of the new international economic order, the special problems of developing island countries.

5/ All these states comprise the membership of the OECS.

6/ It would be recalled the Caribbean Office had inter alia drafted the Eastern Common Market Agreement, prepared the ECCM Common External Tariff, etc.

7/ Conclusion of an agreement would not be precedent-making. There is for example the CEPAL/LAFTA Agreement which provides for mutual collaboration on technical studies.

"Notes" (cont'd)

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- 8/ The Authority of Heads of Government of the OECS member states.
- 9/ African, Caribbean and Pacific Group as defined by the Lomé II Convention.
- 10/ The Caribbean Group for Co-operation in Economic Development operating under the auspices of the World Bank.
- 11/ Article 3, paragraph 2 of the Treaty Establishing the OECS: "To this end the Member States will endeavour to co-ordinate, harmonize and pursue joint policies particularly in the fields of: (a) External relations including overseas representation; (b) International Trade Agreements and other External Economic Relations; (c) Financial and Technical Assistance from external sources; (d) International Marketing of Goods and Services including Tourism; (e) External Transportation and Communications including Civil Aviation; (f) Economic Integration among the Member States through the provisions of the Agreement Establishing the East Caribbean Common Market; (g) Matters relating to the sea and its resources; (h) The Judiciary; (i) Currency and Central Banking; (j) Audit; (k) Statistics; (l) Income Tax Administration; (m) Customs and Excise Administration; (n) Tertiary Education including University; (o) Training in Public Administration and Management; (p) Scientific, Technical and Cultural Co-operation; (q) Mutual Defence and Security; and (r) Such other activities calculated to further the purposes of the Organization as the Member States may from time to time decide".
- 12/ Foreign Affairs Committee, Defence and Security Committee, Economic Affairs Committee.
- 13/ The OECS Economic Affairs Division has responsibility for administering the ECCM Agreement (an integral part of the OECS Treaty) which stipulates a common transport policy but limits it to intra-regional transport (Article 16).
- 14/ International marketing of goods is separately designated at Article 3 of the OECS Treaty.
- 15/ Document E/CEPAL/1010, E/CEPAL/CDCC/8/Rev.1, Section III "Constituent Declaration of the Caribbean Development and Co-operation Committee" and Annex 2, "Work Programme of the Caribbean Development and Co-operation Committee".
- 16/ The Mexico/CARICOM Agreement was quoted as also was the membership of Colombia, Mexico and Venezuela in the Caribbean Development Bank (CDB). The suggestion was that extra-Caribbean TCDC exercises should start with those countries.

"Notes" (cont'd)

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- 17/ 360. ECONOMIC CO-OPERATION AMONG DEVELOPING COUNTRIES
- 360.1 Economic co-operation and integration in the Caribbean
- 1.1 Economic survey of Caribbean countries
- 1.2 Technical co-operation and integration among Caribbean countries
- 1.3 Rationalization and increase in food production in CDCC countries
- 1.4 Industrial development of the Caribbean
- 1.5 Development/conservation of energy and natural resources in the Caribbean
- 1.6 Transport and communications problems on a subregional basis
- 1.7 Formation of Caribbean multinational production and trade enterprises
- 1.8 Identification of possibilities for closer co-operation and integration between the Caribbean and Latin America
- 1.9 Development of a social work programme for CDCC countries
- 1.10 Integration of women in economic development
- 1.11 Co-operation in demographic analysis
- 1.12 Caribbean information system
- 1.13 Secretariat services for the Caribbean Council for Science and Technology (CCST)
- 1.14 International trade.

18/ With regard to the Work Programme, six projects were agreed upon with the following order of priority.

- Assessment of National Science and Technology Capabilities
- Establishment of a Science and Technology Journal of the CCST
- Development of Agro-Industries and Employment Opportunities, particularly at the Rural Level.
- Preparation and Exchange of Audio-Visual Material for Education in Science and Technology
- Conservation and Exchange of Germplasm of Crop Plants
- Study of the Consequences of the Development of Energy Crops on Food supplies.

19/ Ad Hoc Working Group in Manpower Planning, Grenada, 14-15 September 1981. Ad Hoc Working Group in Physical and Regional Planning, Grenada, 16-17 September 1981.

20/ International Development Research Centre of Canada; Caribbean Information System (Planning).

"Notes" (cont'd)

21/ For example, some latest published data are:

	<u>Trade Reports</u>	<u>Statistical Digest/ Yearbook</u>
Antigua/Barbuda	1975	1978
Dominica	1979	1978
Grenada	1973	1979
Montserrat	1978	1979
St.Kitts/Nevis	1977	1978
St.Lucia	1971	1975
St.Vincent/Grenadines	1977	1980

22/ Antigua/Barbuda (ANT/76/001), St.Vincent (STV/78/002)

23/ St.Lucia (STL/78/001)

24/ CAR/80/002

25/ A/36/278 (18 December 1981) - St.Vincent and the Grenadines
A/36/282 (10 November 1981) - Dominica
A/36/273 (16 October 1981) - St.Lucia
A/36/279 (30 October 1981) - Grenada
A/35/499 (03 October 1980) - Antigua, St.Kitts/Nevis/Anguilla,
St.Lucia, St.Vincent

26/ TD/B/687 and Corr.1

27/ For example: A/32/126 and Add.1; A/34/544.

28/ Caribbean Health Laboratory Services (WHO) CAR/78/003 - to improve diagnostic laboratory services for disease identification and control.

29/ For example: Determination of a common base for the calculation of unit price and quantum indexes of external trade.

30/ Only two UNFPA projects are programmed for the English-speaking Caribbean in 1983; one to Anguilla, and the regional project RLA/78/P22 "Advanced Training and Research in Fertility Management".

"Notes" (cont'd)

31/ It should be noted that a Programme Officer for the Eastern Caribbean was currently preparing a paper on what is needed for the OECS countries.

32/ Specific comments cannot be made concerning the co-ordination of non-UNDP financed UNESCO projects for 1983 onwards with related CDCC activity as the details of projects were not available at time of writing. The point has been made in the past that there is overlap between UNESCO projects and CDCC programmes - which suggests the need for better co-ordination and communication between the two secretariats.

Annex I

RESOLUTION 11(VI)

"INCREASED CEPAL SUPPORT TO EASTERN CARIBBEAN COUNTRIES"

The Caribbean Development and Co-operation Committee,
Conscious of the need to support the development efforts of the
Less Developed Countries of the Eastern Caribbean;

Reaffirming the importance of integration as a strategy for
achieving development in the Eastern Caribbean;

Welcoming the recent formation of the Organization of Eastern
Caribbean States (OECS);

Requests the Executive Secretary of CEPAL to undertake early
consultations with OECS member countries with a view to establishing
the most appropriate relationship with the OECS.

Annex II

RECOMMENDATION OF MINISTERS OF W.I. ASSOCIATED STATES

Georgetown, Guyana - 25 November 1970

The discussions which are taking place at the Seventh CARIFTA Council Meeting highlight the need for a more intimate form of technical assistance for the Less Developed Countries.

The representatives of the Associated States now in Guyana therefore recommend that CEPAL be requested to establish a United Nations presence in the Associated States with a view to the provision of technical experts who would reside and work in more immediate contact with the people and areas they are intended to serve.

<u>COUNTRY</u>	<u>NAME</u>	<u>TITLE</u>
Antigua	Hon. E. H. Lake	Minister of Trade and Production
Dominica	Hon. R.O.P. Armour	Deputy Premier and Minister of Finance
Grenada	Senator D. Knight	Minister without Portfolio
Montserrat	Mr. T.E.A. Perkins	Special Representative of the Premier
St.Kitts/Nevis/Anguilla	Hon. R.L. Bradshaw	Premier
St.Lucia	Hon. W.G. Mallet	Minister of Trade, Industry and Agriculture and Tourism
St.Vincent	Hon. J.F. Mitchell	Minister of Trade, Industry and Tourism

SUMMARY

UNDP Caribbean Multi-Island Programme 1982-86 ^{1/}

1. The Illustrative IPF was established at \$4.5m in June 1981, and a programming ceiling placed at 80% of that amount, \$3.6m, for financial management purposes.^{2/}

2. No pipeline projects can be accommodated, although preparatory activities relating to proposals on:

- airport operations
- small-scale marketing enterprises
- energy
- standards infrastructure
- import of agricultural inputs
- maritime training

were carried out over the past eighteen months.

3. Commitments have been made by several Governments to make supplementary contributions from national IPF for the Vocational Training and Agricultural Development projects.

4. Commitments have been made under the Latin American regional programme for joint funding of the Shipping and Tourism projects.

5. The prime focus of this new programme is on regional self-reliance through mutual co-operation among the countries of the Eastern Caribbean, fostering keener perception of their political and economic inter-dependence and encouraging conceptual approaches for joint action to redress their development constraints.

6. Government execution is applied in the Agricultural Development (CAR/81/002) project. Capability for this was demonstrated in the earlier phase of operations implemented under CAR/77/007 where Caribbean expertise progressively replaced the more costly international technical assistance inputs.⁷

7. Pooling of various resources - regional IPF, national IPF, other multi-island donor commitments - are to facilitate priority activities in:

- agriculture;
- tourism;
- maritime transport;
- vocational training;
- education.

Programmes budgeted beyond 1982

- CAR/80/004 - Shipping - through 1983
- CAR/78/003 - Health
- CAR/80/002 - Statistics - through 1985
- CAR/81/002 - Agriculture - through 1984

Shipping

8. The priorities are: improvement of safety and reliability of service also development of small-vessel fleet for inter-island agricultural trade; improved maintenance of capital equipment; training for maintenance skills. /Project CAR/80/004 (UNCTAD/EMCO) Regional Co-operation in the development of shipping. Funding UNDP contribution for 1982-83 are \$159,000 from multi-island IPF and \$351,000 from regional IPF./

Health

9. Ongoing Caribbean Health Laboratory Services (WHO) CAR/78/003 to provide diagnostic services for disease identification through training, provision of equipment and promotion of co-operation for referral services. Funding UNDP contribution \$210,000, 1982-83.

Statistics

10. Objectives are to upgrade the statistical services for data collection, analysis and processing; strengthen institutional capabilities for preparation of public sector investment projects; enhance fiscal management capabilities (for formulating appropriate taxation and monetary policies - and to harmonize these policies at subregional level). /Project CAR/80/002 (UN) Development of Statistics./ Funding UNDP contribution \$1,430,000. Linkages to other projects: Tourism - CAR/79/002; Shipping - CAR/80/004; Fiscal Policy and Planning - CAR/79/001; Project preparation, Monitoring and Programme Review - CAR/78/001.^{3/}

Agriculture

11. Critical issues requiring attention are: land use and land tenure; soil and water conservation; agricultural research; training and the whole range of support services (including extension, agricultural inputs, credit and marketing). Project CAR/81/002. Objective is to develop a self-reliant capability among small farmers. Execution by Governments through CARICOM Secretariat with FAO and UNV as co-operating agencies. Funding jointly from EEC and national IPF's of Antigua, Grenada, St.Kitts/Nevis, St.Lucia (IPF's contribution earmarked \$655,000).

Other Programmes 'to be supported' by UNDP

12. Tourism - Continued support for CTRC activities in providing the Caribbean a range of technical advisory services related to tourism administration, planning and promotion. Project CAR/79/002. Funding from regional IPF for Latin American supplemented by multi-island contribution of \$15,000. Linkages established with statistics project; also to be liaised with planned TOKTEN project in St.Lucia under which UNDP will recruit a tourism director.

13. Industry - The priorities for development are: strengthening managerial and entrepreneurial skills; worker training; export market research; sound project preparation and aggressive promotion; favourable investment incentives; access to concessionary financing including venture capital. Project CAR/78/001 (UNIDO) Industrial promotion. Activity assisting ECCM in preparation of project profiles and pre-feasibility studies. Financing UNDP contribution \$50,000. Budgeted to end 1982.

14. Labour management and employment - ongoing project "Vocational training in Automotives and Heavy Equipment" (ILO) CAR/77/006 is to set up training systems in each country for automotive and diesel engine occupations - provides audio-visual aids and training equipment - extended to June 1982 only.

15. Social Sector - (i) UNICEF programme for expanded day-care for pre-school children, curricula and educational materials development, parent education, social welfare and income-generating activities for women.

(ii) Project "Development of the Education Sector" (UNESCO) intended to establish a pool of experts to advise on school administration, curriculum planning, teacher training, vocational education, facilities for the disabled, bulk purchasing of school equipment (inc. text books). Costs of the pool to be met through national IPFs.

"Notes"

1/ Document DP/CP/CAR/3 (24 February 1982).

2/ IPF for previous cycle was \$8.5m.

3/ The project CAR/78/001 - Project Preparation Monitoring and Programme Review assists with preparation of economic public sector investment programmes and project identification for CGCED. \$45,000 provided for 1982-86 period.

CARIBBEAN MULTI-ISLAND PROGRAMME 1981-1986

[Illustrative IPF \$4.5m with programming ceiling at 80% that amount, \$3.6m/
(For financial management purposes)

Project No. and Title	1981	Under/Over Expenditure 1981	1982	1983	1984	1985	1986	Total 1982- 1986
CAR/73/001 Industry	134,130	(22,052)	50,000	-	-	-	-	50,000
CAR/74/006 Investment Promotion	13,645	8,975	-	-	-	-	-	-
CAR/75/004 Social Security	54,007*	(31,792)						
CAR/75/010 Statistics	371,060	(51,164)						
CAR/77/002 Civil Aviation	11,314	(60,917)						
CAR/77/006 Vocational Training	321,533*	(23,765)	180,000	-	-	-	-	180,000
CAR/77/007 Agri- culture	583,718*	10,737*	-	-	-	-	-	-
CAR/78/001 Programme Support	18,549	(51,451)						
CAR/79/001 Economic Advisory Services	79,400	4,483	23,350	-	-	-	-	23,350
CAR/79/002 Tourism	54,446	(544)	-	-	-	-	-	-
CAR/80/004 Shipping	106,919	(9,494)	101,505	60,000	-	-	-	161,505
CAR/80/005 Meteorology	78,423	1,423	-	-	-	-	-	-
CAR/78/003 Caribbean Health	-	(12,000)	100,000	122,000	-	-	-	222,000
CAR/80/002 Statistics	-		295,550	330,000	380,000	420,000		1,425,550
CAR/81/002 Agriculture			200,000	124,000	200,000			524,000
CAR/79/003 Marketing	(1,362)*	(9,362)*						
Sub-Total C/Fwd.	1,820,775	(251,940)	950,405	636,000	580,000	420,000	-	2,586,405

* / Estimates only.

(Table continued)

CARIBBEAN MULTI-ISLAND PROGRAMME 1981-1986

/Illustrative IPF \$4.5m with programming ceiling at 80% that amount, \$3.6m/
(For financial management purposes)

Project No and Title	1981	Under/over Expenditure 1981	1982	1983	1984	1985	1986	Total 1982- 1986
Sub-Total B/Fwd.	1,820,775	(251,940)	950,405	636,000	580,000	420,000	-	2,586,405
Pipeline:								
Education			-	-	-	75,000	75,000	150,000
GRAND TOTAL	1,795,972		950,405	636,000	580,000	495,000	75,000	2,736,405
Authorized Budget	2,021,000		950,000	636,000	673,000	709,000	645,000	3,613,000
Balance	200,000		-	-	93,000	214,000	570,000	877,000

SUMMARY

UNDP/OECS Country Programmes 1982-1986

1. The projects earmarkings show that OECS countries have allocated 25-30 percent of their IPF's for overall planning and general developmental purposes. These include institution building, i.e. strengthening planning offices, establishing specialist planning units (agricultural, educational, to quote two cases); and training of operational planning personnel.
2. Agriculture, Industry and Education rank next to planning, although in one case (Dominica) Human Settlements is ranked as second priority.
3. In terms of the nature of the projects, there are two main points of focus - training, to enhance management ability; and data collection and analysis leading to feasibility studies. Several technically operational projects appear, geared to equipment upgrading, installation, and maintenance.
4. Most of the countries are to introduce the TOKTEN modified approach particularly in their planning and training activities (Grenada, St.Lucia, St.Vincent, Dominica, and St.Kitts/Nevis).
5. It is notable that in some sectors the country projects are almost identical (e.g. training of civil aviation operatives primarily air traffic controllers and maintenance crews). This aspect facilitates sharing and interchanging of UN expertise.
6. Further, a number of countries have agreed to a collective approach to some problems, e.g. curriculum development, educational planning and technical vocational education.
7. It is also notable that several countries have earmarked contributions from their country IPF's for multi-island projects - in particular the multi-island small farm development project.
8. The emergent pattern is that the Governments involve the Executing Agencies at the formulation and preparation stage, but undertake implementation through national or regional institutions.

UNDP/GOVERNMENT COUNTRY PROGRAMMES (Approved for Governing Council, Geneva, 23-28 May 1982)	ANTIGUA/ BARBUDA	DOMINICA	GRENADA	ST. KITTS/ NEVIS	ST./LUCIA	ST. VINCENT/ GRENADINES	MONTserrat
	\$m	\$m	\$m	\$m	\$m	\$m	\$'000
Illustrative IPF (1982-86)	1.8	2.3	2.1	1.3	1.7	3.3	700
Country Programme Resources (1982-1986)	2.0	2.5	2.2	1.4	2.3	3.6	607
EARMARKINGS:	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
General Development issues (inc. Policy and Planning*)	760 ^{1/}	*886 ^{24/}	*556 ^{20/}	486	625 ^{8/}	970 ^{13/}	
Education	318 ^{2/}	160 ^{3/}	OP ^{2a/}	150	219 ^{2b/}	110 ^{2a/}	29
Industry	250 ^{3/}	122 ^{3/}	200 ^{21/}	150	383 ^{9/}		
Agriculture (inc. forestry and fisheries*)	108 ^{4/}	16	*497 ^{20/}		284 ^{4/}	397 ^{4a/}	211
Transport and Communications	85 ^{5/}	192 ^{5a/}	54 ^{23/}	258	98 ^{5/}	261 ^{15/}	145
Natural Resources	75 ^{6/}		160 ^{22/}			900 ^{14/}	82
Employment	36 ^{7/}		25			25 ^{16/}	
Human Settlements		542			170 ^{11/}		
Health		36	72	45		OP ^{19/}	
Trade					20 ^{10/}		
Disaster Relief, preparedness and prevention						107 ^{17/}	
Social Conditions and Equity						36 ^{18/}	

1/ Ant/76/001 Socio-economic planning. 2/ UNESCO project for pool of experts. 3/ UNIDO projects: Industrial Accountancy; Pre-employment orientation. 4/ Small-farm development training (CARICOM); Agricultural policy. 5/ Civil Aviation (Ant/81/003 - scholarship training air-traffic control and aircraft maintenance. 6/ Installation energy conservation services in hotels. 7/ Audio-Visual aids for governments mechanical repair workshop (ILO).

Notes to Table continued:

8/ STL/78/001 assists Port Authority and National Development Corporation feasibility study for Industrial site also modified TOKTEN emphasizing public sector management, tourism, energy. 9/ Provision of promotional materials and equipment to National Development Corporation. 10/ Consultant cost-efficient systems purchasing and transport and storage of sugar, rice, flour, cement. 11/ Assist Ministry of Housing, collect/analyze data, formulation housing policies and implementation. 2b/ Same as 2a/ also assist Ministry of Education, Planning Unit.

13/ Socio-economic planning including engineering, architecture and input for National Commercial Bank; also modified TOKTEN. 14/ Hydro-electric scheme (STV/81/001) IBRD. 4a/ Same as 4/; also fish and prawn culture, fresh and salt water; soil and water conservation; land tenure law. 15/ Equipment maintenance; also construction monitoring unit with Ministry of Communications and Works. 2a/ Same as 2/ supported by WFP inputs. 16/ Manpower Planning, TLO. 17/ Volcano monitoring UWI/UNCTAD. 18/ Follow-up on multi-island Social Security Project CAR/75/004 for introducing and broadening social insurance. 19/ PAHO/WHO on refurbishing rural clinics also training in hospital equipment maintenance; UNESCO on public information system; UNICEF on rehabilitation services for Children Programme.

20/ Establishing Agricultural Planning Unit; crop diversification; soil conservation. 21/ Feasibility of cocoa and fish processing; pig feed production; chemical quality control. 22/ Formulation and implementation of energy policy. 23/ Training air traffic control and other technical administrative personnel Civil Aviation.

24/ Strengthen Economic Development Unit; TOKTEN; urban renewal plans, regional physical plans; village development schemes. 5a/ Management training Postal Services and Port Authority; also same as 5/.

1. The first part of the document discusses the importance of maintaining accurate records of all transactions and activities. It emphasizes that this is crucial for ensuring transparency and accountability in the organization's operations.

2. The second part of the document outlines the various methods and tools used to collect and analyze data. It highlights the need for consistent data collection procedures and the use of advanced analytical techniques to derive meaningful insights from the data.

3. The third part of the document focuses on the role of technology in data management and analysis. It discusses how modern software solutions can streamline data collection, storage, and processing, thereby improving efficiency and accuracy.

4. The final part of the document provides a summary of the key findings and recommendations. It stresses the importance of ongoing monitoring and evaluation to ensure that the data collection and analysis process remains effective and relevant over time.