UN INTER-AGENCY MEETING ON CO-ORDINATION FOR IMPLEMENTATION OF THE WORK PROGRAMME OF THE CARIBBEAN DEVELOPMENT AND CO-OPERATION COMMITTEE

New York, 28-30 June 1976
ECONOMIC COMMISSION FOR LATIN AMERICA
Office for the Caribbean

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Prepared by
S. St. A. Clarke
The decision was taken during the course of the Inter-Agency meeting that the report which would be prepared should be more operational in nature than the normal descriptive type of report. While this would be an innovation in itself, it was deemed a desirable step, because the report as a working paper would be of operational use not just to the Secretariat of ECLA as the Secretariat of the CDCC, but also to the participating Agencies and Inter-governmental bodies in formulating their lines of action in support of the CDCC programme. Accordingly, a presentation has been adopted which is primarily analytical.

In Section I a résumé is made of the main parameters within which CDCC activities need to be conducted, and the possibilities for resources allocations that were identified during the discussions. Section II presents in summary form the initial results of correlating the global programmes of the Agencies with the CDCC Work Programme. In this exercise the prime concern was to focus on the identification of areas where action is feasible technically and in terms of existing financial availability. In addition, a comprehensive list of country-oriented technical co-ordination projects is provided as an Annex. The bulk of these projects are bilateral projects of the Agencies and UNDP at national level.
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SCOPE OF DISCUSSIONS, CONCEPTS AND IMMEDIATE ACTIVITIES

Background

The first session of the Caribbean Development and Co-operation Committee (CDCC), established in conformity with resolution 358(XVI) of the Economic Commission for Latin America as a permanent subsidiary body of the Commission, was held in Havana from 31 October to 4 November 1975. In its functions the Committee was defined as (i) a co-ordinating body for whatever activities relating to development co-operation may be 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 Ministers of the Governments underlined the need for action in three main spheres: assistance in the promotion of social and economic development, stimulation of better co-ordination within the Caribbean sub-region, and the promotion of co-operation between member countries of the Committee and other members of ECLA as well as the integration groupings of Latin America. These were given full endorsement in the Constituent Declaration and further elaborated in a Work Programme that reflects the scope of activities agreed by the Governments members of the CDCC. 1/

The programme for the CDCC stresses the need for a pragmatic approach with emphasis on sub-regional co-operation aimed at solving key problems in agriculture, health, education, transport and communications, in addition to other areas of co-ordinated action. The prime focus is centred on developing the possibilities for collective efforts in the sub-region, and the adoption of strategies especially suited to the needs and characteristics of the area. In addition to actions by the Governments themselves, it was seen as very important

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1/ The Report on the session was issued as document E/CEPAL/1010 (E/CEPAL/CDCC/8/Rev.1). The functions of the CDCC are detailed in Chapter II of Annex 2 of the document. The Constituent Declaration of the CDCC is at Part III of the document, and the Work Programme is at Annex 3.
to promote and achieve greater co-ordination of technical support not only on the part of the ECLA system but from the United Nations family of organizations as a whole. For this purpose it was agreed an inter-agency meeting should be convened under the auspices of the CDCC to work out practical ways to assist the Governments members to implement the measures fixed in the Work Programme.

The International Agencies and Inter-governmental bodies represented at that first session of the CDCC also endorsed the need to develop procedures for co-ordinating their activities in the Caribbean, to facilitate their support for the CDCC activities. For this purpose, it was agreed that ECLA as Secretariat of the Committee should convene the Inter-Agency Meeting.

Accordingly, the meeting of Agencies and Inter-governmental bodies was held at United Nations Headquarters, New York, 28-30 June 1976.

Scope of Discussions

The subjects that constituted the basis for the Inter-Agency discussions were:

(a) Presentations by -

i) ECLA on the Programme of Work approved by the Caribbean Development and Co-operation Committee;

ii) the CARICOM Secretariat and the Caribbean Development Bank on their activities and priorities, and on their possible relationship with the Work Programme of the Committee;

iii) the Specialized Agencies and other bodies of the United Nations system on their activities and priorities in the Caribbean region, and on possibilities of co-ordinating them with the Work Programme of the CDCC.

(b) Identification of projects and resources that may be devoted to the implementation of the Programme of Work of the CDCC.

(c) Institutional machinery for co-ordinating the activities of the CDCC.
Regarding (a), in addition to verbal presentations, most participants presented papers summarising the range of their organisations' activities in the Caribbean. Some of these summaries also included descriptions of what they have already accomplished within the broad fields of activity included in the CDCC programme, and some indications of their plans of action for the near future. To facilitate the discussion on item (b) a summary list of headings from the CDCC Work Programme was provided against which individual Agencies could identify subject areas of interest.

The Inter-Agency discussions were conducted against the backdrop of the current financial constraints within the UN system which severely restrict the scope for traditional support to projects of technical co-operation. In this respect however, the main parameters in the CDCC programme offered an approach that guided the deliberations. In essence the CDCC programme by its orientation insists on improving efficiencies in the utilisation of the resources available to the Caribbean. To this end, in deciding the scope of activities for the CDCC, the Governments themselves identified what in their experiences are the main problems affecting the majority of Caribbean countries within the feasible area for collaboration, with the view of setting a framework by which individual working along with the regional and international bodies could assist in overcoming the identified problems. A further important aspect is that, given the special features of the Caribbean countries and the nature of their problems, the Governments considered it indispensable that the approach should be pragmatic with concentration on short and medium term activities in keeping with the dynamics of the Caribbean situation, and also made suggestions about methods for approaching some of the problems.

The emphasis placed by the Caribbean Governments on short and medium term actions has implications for the utilization of resources. On the one hand the budgetary situation, generally, does not hold out significant hope for additional resources; and on the other the normal budgetary processes which require the programming of resources eighteen months to two years ahead, hardly lend themselves to the pragmatic approach which is seen as required in the dynamic Caribbean
situation. The main scope for action therefore lay within the framework of adjusting existing resources allocations, and this demands a reorientation of such resources towards the programme the Governments have authorized. But this does not preclude tapping other sources, e.g. Government counterpart contributions, bilateral organizations.

Basic Concepts in the CDCC Programme

Two elements stand out in the Constituent Declaration and the authorized Work Programme: first, the recognition that there are some programmes which by being approached in a more regional and collective manner can yield better results; secondly, the necessity for reconciling global policies and programmes with sub-regional priorities. Regarding the latter, the sub-regional priorities are in the CDCC programme; and the global policies and programmes are in the medium term plans and current activities of the United Nations system and Inter-governmental bodies.

Important too is the fact that concerted action is stressed for both sides - the Governments on the one side and the United Nations system on the other. This concerted approach is necessary as a means to overcome the loss in effectiveness of programmes that are dispersed over many small countries, resulting in inputs that are not meaningful either in terms of overcoming the problem or in terms of efficient utilization of specialist expertise.

A further guideline the Governments provided is that fuller utilization be made of indigenous expertise available in the region, not only in the interest of reducing financial cost, but also because local experts have the considerable advantage of familiarity with the problems and with the possibilities for adapting solutions found in other places to Caribbean circumstances. But perhaps the most important point is the edict by the Governments, that whatever strategies are selected they must come basically from the Caribbean

2/ The authorized Work Programme of the CDCC should be taken together with the Constituent Declaration, essentially a political statement of the Governments.
itself, if the strategies are to stand any chance of success. And finally, there is the guideline that CDCC actions should complement and build up on the experience of the Inter-governmental bodies in the Caribbean region which already have accumulated some experience in co-operation and integration.

Using the above guidelines, attention was devoted to (a) identifying activities on which it was possible for support to be given to the CDCC programme within the scope of already budgeted programmes; (b) indicating subject areas which need greater precision of definition so that inputs and the ways in which they may be combined can be spelled out more precisely; (c) isolating those areas of the CDCC programme for which no clear support is evident and which may involve going back to the Governments, perhaps for alignment of priorities between the CDCC programme and national programmes.

The parameters that emerge from the frame of reference set by the Governments, orient the discussions on availability of resources for implementing the CDCC programme mainly in the context of using the CDCC as a framework for rationalizing assistance within the Caribbean. These broad areas of considerations reinforce this approach: first, the recognized commonality of problems deriving from broadly similar historical factors, resource limitations, geographical constraints, social problems, and relationships regarding third countries. Secondly, the CDCC provides a framework in which the wastage of different countries asking for the same input at widely separated intervals can be substantially reduced by cutting down on movements to and from the region of identical technical inputs. And thirdly, by providing a wider framework, the CDCC offers possibilities for offsetting the indivisibility factor which would make a project too ambitious for some of the smaller countries, thus ruling them out. Aside from this, efficiencies can be achieved not only by multilateral donors but also by bilateral donors, to the extent that activities can be identified collectively and the scrutiny conducted on a collective basis, rather than on the basis of several competing similar projects among various countries.
Reorientation of Resources

The specific recommendations that emerge from consideration of the CDCC concepts in the context of presently available resources and on-going activities, vary according to the extent that on-going activities are "more research oriented" or "more operations oriented". Measures that seem to offer possibilities for improving the efficiency in the use of resources in the research oriented activities centre around the adaptation of present activities and making them more relevant to the CDCC priorities.

The first area identified was where research at the global level could incorporate a sub-regional component of a nature to satisfy the needs of the CDCC programme. In many cases the adaptation can be achieved without the need for additional resources beyond what had been provided, and this would serve not only to assist the CDCC group of countries but also by increasing the impact of the activity through giving it this element of specific applicability. 3/ Somewhat similar in its effect is the related proposal for adjusting work being done on the research side to provide more specific inputs for the CDCC programme. In this case the activity was seen as one having geographical discretion where the CDCC grouping could be taken as a unit within the frame of on-going activity designed to cover the larger geographical entity. This applies particularly to studies being done for the Latin American region that permit demarcation of the CDCC area. In this context reference was made to the preparatory activity already underway by UNEP to assess the feasibility of undertaking an environmental programme for the countries in the Caribbean area, which would have as its goal the preparation of an integrated environmental action plan for this area. 4/

The review of on-going activities revealed that there were many global projects which did not contain a sub-regional content correspond-

3/ Various studies conducted by ESA fall in this group.

4/ Other examples quoted included coastal area development studies being conducted by the Centre for Ocean Economics and Technology with UNEP support.
ing to the Caribbean area, and this stimulated a further proposal that the effort should be made to build up on on-going projects so that a CDCC component can be linked to an already on-going activity. Specific examples were that within the CDCC programme actions are required in respect of the level of living of rural population and also regarding the migration from rural areas to cities, which could be linked to Rural Development, a new activity in joint planning for the UN system for which new resources are already budgeted in several organizations.

Aside from the measures already mentioned, the consensus was that there is still room for each Agency to focus its attention on a specific or particular topic within its sphere of competence, comprising both utmost interest for the CDCC and greater impact as far as the co-ordination aspect is concerned. In this regard a distinct possibility was to expand on the assistance already being given to some Caribbean countries, so as to serve the same purpose for the CDCC group as a whole. Among this group of proposals there was also the suggestion of greater use of the "catalytic" approach where a small input (for example research focused on the Caribbean in a particular subject area) can yield a substantial volume of information and a package for action which multiplies in effectiveness when seen in relation to other activities, the results consequently being substantially greater in proportion than the inputs that were made.

As regards the mainly operationally oriented activities including the implementation of projects, there are a wider range of proposals most of which accord with the concept of greater utilization of local expertise available within the Caribbean sub-region. Perhaps the most significant in terms of effecting financial savings per unit of operation is the technique that can be employed of direct project implementation. Essentially this means elimination of the technical management functions that the Specialised Agencies or the international financial institutions could provide to a project under traditional programmes, and also the elimination of the administrative functions which Specialised Agencies have in the past supplied. In place of these traditional arrangements use would be made of the available
institutions in the region itself and the expertise available in the region. If, however, the specific expertise required is not available in the region, appropriate alternative arrangements would be made. By such measures the cost per unit of service of technical co-operation can be substantially reduced, and in addition to an effective means of getting greater impact for a given level of resources it satisfies the further objective that greater utilization of local expertise is precisely what the Governments demand.

Allied to the technique of direct project implementation is the further possibility of using the traditional long term outside expert more as short term consultants for very specific tasks for which the expertise is not yet available in the Caribbean region. This measure can be combined with specific efforts to ensure that these types of expertise are also built up in the region.

In a more general way there is scope for achieving greater efficiencies from the advisory services provided from regular budgetary resources of the Specialized Agencies by reducing the number of long term advisers located in the Caribbean region and increasing the availability of short term advisers relevant to the priorities determined by the Caribbean Governments.

Another important proposal is that the Agencies could increase the impact of their own activities by assigning medium term staff to the CDCC Secretariat by which means their contributions are directly integrated into other on-going activities, thus with a small input assisting to expand the work of the Agency in the Caribbean.

In the category of utilizing very specialized short term expertise to assist the CDCC there are the proposals that such technical personnel could with advantage be rerouted through the Caribbean so that the services in which they have specialist knowledge can be available for very specific programme activities. Similarly, greater use could be made in the Caribbean of inter-regional advisers who can only carry out assignments that consume a limited amount of time.

At the level of tapping the skills of project personnel who are already in the field, there are two proposals: first that arrangements
might be made with particular Agencies which perform highly specialized functions for use of their "generalist" personnel (e.g. planners, statisticians, administrators, veterinarians, etc.) in association with personnel of the CDCC Secretariat and/or other Agencies. Secondly, given the agreements of Governments and the administrations conducting country projects, there could be inputs from personnel assigned on national projects to assist with aspects of the CDCC programme which relate to their national project activity. Both these proposals are centred round the principle of putting together in one package small inputs from several Agencies to implement CDCC programme activities.

**Initial Co-ordination**

The majority of proposals for maximising the use of resources have direct implications for co-ordination, primarily of an operational nature. The Agencies strongly favour maximisation of co-ordination in the Caribbean region in general terms, and have indicated preparedness to render assistance to the CDCC in co-operation with ECLA, Inter-governmental bodies, and other Agencies as required. The emphasis is for a wide-ranging operational co-ordination, going beyond the current style of project co-ordination. This operational co-ordination would involve joint planning of actions of concrete benefit to the countries, with stress on complementarity to be achieved in joint implementation and higher levels of Inter-Agency co-ordination. The underlying principle was stated as recognition that the CDCC is not a new effort of technical assistance and of financial assistance; rather it is a redefinition within the on-going activities of the United Nations system and identification of some commonality where the collective approach is beneficial to the CDCC countries.

The essential ingredients for co-ordination stipulated were:

(a) identification of the areas in which a start can be made;
(b) retention of the overall view so that the initial actions are consistent with the total programme;
(c) some loose structure within which operational activities can be developed;
(d) development of activities not as projects in the traditional sense (i.e. experts, consultants, fellowships, etc.) but as specific actions for furthering the CDCC programme. These ingredients would in time need to be developed
by the Agencies in close co-operation, and be the basis for jointly decided plans or programmes in the Caribbean, with areas delineated to reduce over-lapping and assigning which Agency would deal with which problems. Even if loosely structured, a system could be devised in which the Agencies have "modular entities" within the system for each specific activity identified - each activity fitting into this modular system on a global approach so that each area being developed is seen in conjunction with other areas which would be developed at a later stage.

Examination of the current possibilities led to acceptance that co-ordination would need to be modest at this first stage, leaving it relatively unstructured but nevertheless with some evidence of formalization. The view emerged that the CDCC Secretariat would have a primary role in co-ordinating all UN activities in the region in a general sense as they relate to the CDCC programme; but that the Agencies would discharge their responsibilities for co-ordination in their specialized fields, thus improving their existing relationships with CDCC countries, the Caribbean Inter-governmental bodies, and other Agencies in the UN system.

Specific proposals regarding the desirable degree of formality in this initial stage included the supplying to Agencies of advance information of matters under consideration, the holding of a one day Inter-Agency meeting as follow-up after CDCC session, supplemented by a further meeting at Inter-Agency level (similar to the current meeting) some time during the course of 1977 when in the light of further developments it is possible to go in greater detail into what arrangements need to be made on a regular basis. Another interim measure proposed as useful for enhancing co-ordination is the possibility that representatives of UN bodies carrying out missions in Caribbean countries should co-ordinate in advance with the CDCC Secretariat, and if feasible the representatives of Agencies represented locally arrange a common meeting for briefing on both sides.

The initial framework for co-ordination proposed implicitly or explicitly, included -
a) exchange among all the concerned bodies (i.e. CDCC Secretariat, Specialized Agencies and other UN bodies and the inter-governmental bodies) of advance information on meetings in the region that have a bearing on the CDCC programme;

b) exchange of advance information on travelling of Officials in or through the area so that stop-overs can be arranged if there is the possibility of technical inputs which can be utilized;

c) common meetings of experts with Agencies' Officials where feasible;

d) exchange of information and correspondence among all the concerned bodies on matters relating to the Caribbean within the CDCC scope of action;

e) each Agency establishing a nucleus of people dealing with the substance and the operations of subjects being covered (i.e. a Caribbean working group preferably at Agency headquarters that match the CDCC field operations);

f) after CDCC sessions the holding of a one-day meeting at Inter-Agency level to examine the conclusions and to see what additional specific actions by the Agencies are warranted;

g) ensure continuity at Agency level in dealing with CDCC matters.

Immediate CDCC Activities

Four specific activities formulated within the framework of the CDCC concepts have been identified as possible for implementation in collaboration with UNESCO and circulated as a "discussion draft".  

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5/ ECLA/POS 76/4. The proposed activities are: (i) Caribbean Academy of Science and Technology; (ii) Communication for non-formal Education; (iii) Caribbean Institute for the removal of Language Barriers; (iv) Caribbean Centre for the Co-ordination and Dissemination of Documentation.
Preliminary outlines of the four activities were used as examples of the approach for identifying actual possibilities through comparing budgeted global Agency programmes with the CDCC programme. Two of the four activities would immediately begin to be implemented - those relating to the language barrier and to documentation. In both cases redeployment of resources was immediately possible; and even more important, they are crucial to the rest of the CDCC Work Programme. There is scarcely any activity in the programme which can be pursued without some advance on the language problem and without some advance on the documentation problem.

The technique that would be used in tackling the language barrier problem is (a) UNESCO would immediately provide the input of an adviser to formulate the frame for the field work to be done; (b) the field work will be performed through the UNESCO National Commissions; and (c) the results of their work will come back at a later stage to the expert who will consolidate the results and formulate the specific recommendations for Inter-governmental actions. Regarding the Documentation Centre the outline for which was prepared on the basis of a short term expert input, the activity will commence within the CDCC Secretariat itself with the indexation and consolidation which is the essential first step. This initial stage is to be the basis for the joint UNESCO/ECLA activity for the co-ordination and dissemination of documentation.

Several possibilities seemed to emerge for co-ordinating these two activities with on-going projects. Both the UNDP and OTC representatives considered there was scope for linkage of the language barrier activity with the project to train personnel for the conference and language services of the CARICOM Secretariat. The ILO representative also thought there was an immediate area for collaboration with the CINTERFOR translation unit now engaged in putting Spanish material into English.

Similarly in respect of the Documentation Centre, the Centre for Housing, Building and Planning representatives saw possibilities for making inputs of documentation relating to the housing priorities described in the Work Programme of the CDCC. Moreover, it has been
suggested that the Caribbean Documentation Centre should include a component for the information system that the HABITAT Conference recommended be established as part of the world-wide system of information exchange. Further, UNCTAD could effectively co-operate by making available from its cumulated expertise and experience on transfer of technology, material to support the Documentation Centre needs and priorities. Also of immediate relevance, is the survey of existing documentation capacity being conducted by UNDP for the International Referral System which is one of the first activities of the inter-regional project for Technical Co-operation among Developing Countries. This world-wide survey should provide information about installed capacity and provide an initial data base on the technical capabilities of the countries in the region. ILO too suggested the possibility for immediately co-operating and co-ordinating the programme for materials and documents set up under the co-operative development project at Kuru Kuru College in Guyana.

More advanced than the activities already mentioned is the programme on Coastal Area Development which had been formulated in terms of a country grouping larger than the CDCC, but where demarcation of the CDCC component does not present too great difficulty. The Ocean Economics and Technology Office would direct either part or all of the Coastal Area Development Study through the CDCC Secretariat to the Governments to get their instructions or directives or priorities.
Classification of Possibilities

The results of comparison of presently authorized and budgeted programmes of the Agencies and UN bodies with the overall CDCC programme, in the context of the conceptual guidelines provided by the Governments and the identified measures for reallocation or reorientation of resources, are presented in summarized form in the tables 1 to 4. The preliminary information supplied to ECLA’s Executive Secretary in advance of the meeting together with papers circulated by the Agencies during the meeting and specific points made in interventions, was the basis for preparation of the summaries.

Broadly, the items in table 1 seem to require no specific modification and can serve directly as inputs to the CDCC programme, while those in table 2 require some minor modification whether by way of orientation or by adjustment of geographical scope. The list at table 3 reflects subject areas which were designated very broadly in the CDCC Work Programme and embrace many aspects which cover fields of interest of several agencies; for these, the first requirement is for more precise specification of the aspects in which each Agency is interested. Also in table 3 is the second group of items which needs further consideration at the level of the CDCC Ministers either because there is no clear mechanism for proceeding with the item, or because the area of activity is proposed by the Agencies for inclusion in the CDCC programme.

The classification system adopted in tables 1 through 3 has been applied to a range of subject areas brought to attention by the United Nations Secretariat, and these are reflected in table 4. These listings cannot be regarded as fully exhaustive either of the range of interests of the organizations or of the CDCC programme. A case in point is the conclusion from the HABITAT Conference that there be decentralization of all activities on human settlements. Implementation in ECLA of the specific recommendation that the Regional Economic Commissions consider...
the establishment of Inter-governmental Regional Committees and explore
the possibilities for implementing regional and sub-regional programmes,
would have implications for CBCC activities since the CBCC already
provides a mechanism for inter-sectoral co-ordination as well as Inter-
Agency consultation at sub-regional level.

It would be noted that the ECLA is not specifically mentioned in
these lists since through its activity as the CBCC Secretariat it has
a greater or lesser involvement in all the subject matters. Similarly,
specific mention is not made in these tables of UNDP which finances a
considerable range of projects executed by other bodies. Some of the
UNDP financed activities are multi-country projects, though the majority
are at the national level. A comprehensive listing of presently
on-going country-oriented projects is presented at Annex 2, where the
considerable UNDP support is immediately apparent. A relevant
consideration here is the principle that the CBCC programme is meant to
complement the bilateral activities between the Agencies and the
Governments. Within this there is scope for rationalizing those
projects which the Governments identify as falling in areas where they
can take concerted action.

It would be noted too, that the tables do not incorporate a time-
frame for each of the identified subject areas, and that therefore
appropriate selection of the sequence of actions is still to be
determined. Suitable time-frames can be decided only after bilateral
consultations between the CBCC Secretariat and the Agencies and other
United Nations bodies, regarding the specific actions and the
combinations of inputs.
i) Items amenable to immediate action

Some programmes or projects have been designed or modified in order to meet the CDCC mandates. They constitute a special category of actions and are listed in table 1. Also included under the same heading are offers made by the Agencies to divert some of their human resources on a rather permanent basis to serve the CDCC Secretariat in cases when their statement seems not to be ad referendum. The table covers then items amenable to immediate action, within the present budgetary provisions of the Agencies.
Table 1
Activities specially designed or modified to meet the CDCC priorities

<table>
<thead>
<tr>
<th>PAHO</th>
<th>UNEP</th>
<th>UNESCO</th>
<th>UNICEF</th>
</tr>
</thead>
</table>
| - Availability of PAHO staff members in the Caribbean for support to CDCC Secretariat and other Agencies in order to implement CDCC Work Programme (planners, administrators, epidemiologists, statisticians, nutritionists, sanitarians, veterinarians) | - Caribbean Environment Programme:  
- Land Resources  
- Marine Resources  
- Coastal Area Management  
- Coastal Area Development  
- Pollution (of air, water and soil)  
- Human Health and Sanitation  
- Human Settlements  
- Industry  
- Tourism  
- Environmental Legislation  
- Human Resources and Institutions  
- Information Systems | - Study on Contemporary Cultures in the Caribbean UNESCO Project 4.11.4.  
- Concerted programme to overcome language barriers, to be undertaken under provisions in para. 1138, 2065 and 3095 of 19C/5 Preparatory action under Proj. 1.151 for the establishment of an educational network of innovative projects and activities in the Caribbean Member States to facilitate economic and technical co-operation for development | - Exchange of Caribbean experiences in the field of basic services for children (through CARICOM)  
- Participation of women in development in relation to CARICOM Food Plan  
- Posting a Programme Officer in CARICOM to help in the previously mentioned project |
ii) Subject areas identified as related to the CDCC programme

In table 2, the proposals made by the Agencies to implement the CDCC Work Programme within present budgetary provisions are classified into two sub-categories:

(a) Some activities that can be implemented immediately by the Agencies providing minor changes in their previous resource allocation and therefore clearance of the proposals, by the respective headquarters. This ad referendum action to meet the CDCC requirements represent a valuable effort made by the delegates at the Inter-Agency Meeting to take first steps within the existing resources.

(b) Some on-going activities which correspond broadly to the CDCC Work Programme and have been decided upon prior to the creation of the CDCC. Activities listed here are all multi-country projects. In some cases they cover a group of countries within the CDCC membership and in others they refer to the larger Caribbean Basin, to Latin America or even to larger contexts.

Some Agencies mentioned in their statements projects already terminated; they are not listed here. Similarly, projects pending approval or simply under consideration have been excluded.
### Table 2

**Ad Referendum Proposals and On-going Activities Related to the CBCC Priorities**

<table>
<thead>
<tr>
<th>Ad Referendum Action that can be undertaken to meet the CBCC Priorities</th>
<th>On-going Multi-country Activities related to the CBCC Priorities</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>FAO</strong></td>
<td></td>
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<tr>
<td>- Strengthening field advisory services to the Pan American Foot and Mouth Diseases Centre (RLA/73/023)</td>
<td></td>
</tr>
<tr>
<td>- Caribbean Fisheries Training and Development Institute (RLA/72/030)</td>
<td></td>
</tr>
<tr>
<td>- * Strengthening Plant Quarantine and other Plant Protection Programmes in Central America, Mexico and the Caribbean Area (RLA/74/050)</td>
<td></td>
</tr>
<tr>
<td>- Regional Project for Preparatory Assistance for Small-Scale Fisheries Development in South America (RLA/75/053)</td>
<td></td>
</tr>
<tr>
<td>- * Assistance to the Less Developed Countries CARIFTA/CARICOM in Agricultural and Rural Development Integration and Training (CAR/74/001)</td>
<td></td>
</tr>
<tr>
<td>- * International Project for Development of Fisheries in the Western Central Atlantic (INT/74/016)</td>
<td></td>
</tr>
<tr>
<td>- Support to the Caribbean Food and Nutrition Institute</td>
<td></td>
</tr>
</tbody>
</table>

**Notes:** *Projects terminating in 1976.*
Ad Referendum Action that can be undertaken to meet the CDCC Priorities

On-going Multi-country Activities related to the CDCC Priorities

**ICAO**

- Caribbean Aviation Training Institute (CAR/74/002)
- Aeronautical Telecommunications Engineering (RLA/74/025)
- Co-ordination of intra-Caribbean air transport (continuing Activity of ICAO Office in Mexico)
- Facilitation of Tourism Activities

**ILO**

- Support in the organization of the Documentation Centre from the material production centre (refer to on-going projects)
- Support from the translation unit of Spanish material into English (CINTERFOR) (refer to on-going projects)
- Making available short-term advisers in order to suit CDCC priorities, instead of normal long-term advisers
- ILO/UNFPA Programme on Labour and Population
- ILO/DANIDA Project on Workers' Education
- ILO/DANIDA Co-operative Project: Material production centre
- ILO/CINTERFOR Project for translation of basic collections of training material developed in Latin American countries into English for adaptation and use in the Caribbean
- ILO/UNDP Handicrafts training, production and marketing centres (CAR/72/005)
- ILO/UNDP Harmonization of Social Security Scheme (CAR/75/004)
- ILO/UNDP Employment Development (CAR/75/011)
Ad Referendum Action that can be undertaken to meet the CDCC Priorities

- To make extensive to all CDCC countries presently available assistance in the field of Maritime Legislation

On-going Multi-country Activities related to the CDCC Priorities

IMCO

- Regional Maritime Adviser to assist CDCC countries in the larger Latin American frame
- Advise West Indies Shipping Corporation (WISCO) on Design and Construction of a New Vessel (RLA/75/035)

ITU

- Caribbean Regional Project: Telecommunication Administration and Management (CAR/75/002)
- Telecommunication Plan for Latin America (forming part of the World Plan)
- Telecommunications Group for Latin America
- Radio Frequency Management Infrastructure and follow-up (RLA/74/028)
- Dissemination of Telecommunication Statistics

PAHO

- Training of Professionals
- Nutrition
- Maternal and Child Health
- Dental Health
- Diabetes
- Environmental Health
- Epidemiology
- Human resources development
- Health legislation
- Maintenance of Hospital facilities
<table>
<thead>
<tr>
<th>Ad Referendum Action that can be undertaken to meet the CDCC Priorities</th>
<th>On-going Multi-country Activities related to the CDCC Priorities</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>PAHO (Cont'd)</strong></td>
<td></td>
</tr>
<tr>
<td>- Prevention and control of epidemics in the Caribbean</td>
<td></td>
</tr>
<tr>
<td>- Laboratory assessment in the Caribbean</td>
<td></td>
</tr>
<tr>
<td>- Provision of specialized laboratory supplies</td>
<td></td>
</tr>
<tr>
<td>- Grants for applied research, e.g. dengue fever</td>
<td></td>
</tr>
<tr>
<td>- Caribbean Epidemiology Centre</td>
<td></td>
</tr>
<tr>
<td><strong>UPU</strong></td>
<td></td>
</tr>
<tr>
<td>- Organization and Development of Postal Services (RIA/75/051)</td>
<td></td>
</tr>
<tr>
<td><strong>UNCTAD</strong></td>
<td></td>
</tr>
<tr>
<td>- Support in the organization of the Documentation Centre</td>
<td></td>
</tr>
<tr>
<td>- Advisory Services in Trade Expansion and Economic Integration (RIA/75/063)</td>
<td></td>
</tr>
<tr>
<td>- Inter-regional Advisory Services in Trade Expansion and Economic Integration (INT/69/712)</td>
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<tr>
<td>- Advisory Services for multilateral trade negotiations (INT/72/073)</td>
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<tr>
<td>- Training and Advisory Services on General System of Preferences (INT/71/027)</td>
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<tr>
<td>- Inter-regional Advisory Services on Trade Documentation (INT/69/711)</td>
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</tr>
<tr>
<td>- Advisory Services on Trade Facilitation (RIA/74/089)</td>
<td></td>
</tr>
<tr>
<td>- * Joint Export of Agricultural Products (CAR/75/005)</td>
<td></td>
</tr>
</tbody>
</table>

* Limited to ECCM group (2 Marketing Advisers)
Ad Referendum Action that can be undertaken to meet the CDCC Priorities

On-going Multi-country Activities related to the CDCC Priorities

UNCTAD (Cont'd)
- Inter-regional Advisory Services on shipping and ports (INT/69/718)
- Seminar and Training Course on Transfer of Technology through multi-national co-operation - CARICOM (RLA/74/058)

UNEP
- Global Environmental Monitoring System (GEMS)
- International Referral System
- UNEP/UNESCO Programme on Environmental Education

UNESCO
- Study on cultural identity and cultural pluralism in the framework of studies commissioned for the Inter-Governmental Conference on Cultural Policies in Latin America and the Caribbean - UNESCO Proj. 4.151.1
- Advisory services to be provided under Proj. 4.14.5 to continue development of communications started under UNDP Projects RLA/70/511 and RLA/74/066
- Participation of an expert from the Caribbean in the international panel of experts for the implementation of the recommendations of the first Conference of Ministers and Senior Officials responsible for Physical Education and Sport - UNESCO Proj. 1.151.2
Survey aimed at determining most effective ways to implement the recommendations of the Conference in the Caribbean area (para.1136)
Ad Referendum Action that can be undertaken to meet the CDCC Priorities

UNESCO (Cont'd)

- Study on the impact of transnational corporations on questions relating to UNESCO's fields of competence - UNESCO Proj. 3.11.1
- Advisory services for the creation of a Caribbean Information Centre

UNICEF

Possible extension of the following projects to cover the CDCC membership:
- Allied Health Personnel Training
- Nutritional Training
- Services for pre-school children
- Social Services Training

UNIDO

- Industrial Promotion (DP/CAR/73/001)
- Caribbean Investment Corporation (DP/CAR/74/006)
- Various Studies by the International Centre for Industrial Studies
- Co-operation among developing countries in and outside the Caribbean
- Technical assistance provided to the Caribbean Industrial Research Institute - CARIRI (TRI/69/505)
iii) Items to be referred back to the Agencies and/or to the Governments for consideration

The first group of items (A) referred to in table 3 needs more precise definition since several Agencies have an interest in them. They are listed for reference back to the Agencies so that the specific activities to be undertaken can be spelled out and the ECLA coordination role identified in substantive terms.

The second group of items (B) refers to priority areas identified by the CDCC, but for which the UN system has no clear mechanism of implementation; and to some areas which, in the opinion of the delegates to the Inter-Agency Meeting, could be considered for inclusion in the Work Programme by the CDCC.
### Table 3

#### A. Items to be referred back to the Agencies

<table>
<thead>
<tr>
<th>Item</th>
<th>Responsible Organization(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Growth and occupational mobility of the labour force</td>
<td>ILO/CELADE</td>
</tr>
<tr>
<td>Collective CDCC action on health, nutrition and development of human resources</td>
<td>PAHO/UNEP/UNICEF</td>
</tr>
<tr>
<td>Setting up of a sub-regional institution to monitor and assist in the prevention of epidemics and the spreads of communicable diseases</td>
<td>PAHO/UNEP/UNICEF</td>
</tr>
<tr>
<td>Developing public information media and cultural extension as a component for implementation of educational and cultural policies</td>
<td>UNESCO/UNEP</td>
</tr>
<tr>
<td>Expanding Inter-Caribbean trade including organization of markets and import substitution at the Caribbean level</td>
<td>UNCTAD/UNIDO/Centre for Housing/OTC</td>
</tr>
<tr>
<td>Considering mechanisms to restrict or eliminate the adverse influence of transnational enterprises</td>
<td>Centre on Transnational Corporations/UNCTAD</td>
</tr>
<tr>
<td>Co-ordinating and simplifying tariffs and customs procedures</td>
<td>UNCTAD/ICAO</td>
</tr>
<tr>
<td>Identifying the problems faced by CDCC countries in international trade</td>
<td>UNCTAD/IMCO</td>
</tr>
<tr>
<td>Analysing the real economic and social contribution of tourism</td>
<td>UN/OTC/UNEP/ILO/I/CAO/UN/OTC/UNEP/IMCO/Centre for Housing</td>
</tr>
<tr>
<td>Formulating multi-country strategy and projects for tourism development</td>
<td>UN/OTC/UNEP/ILO/I/CAO/Centre for Housing</td>
</tr>
<tr>
<td>Devising a scheme for adequately equipped coastal shipping to complement WISCO and large cargo liners and provide transhipment services</td>
<td>IMCO/UNCTAD</td>
</tr>
<tr>
<td>Harmonizing shipping legislation</td>
<td>IMCO/UNCTAD</td>
</tr>
<tr>
<td>Establishing transport users councils in the Caribbean</td>
<td>ICAO/UNCTAD</td>
</tr>
<tr>
<td>Co-ordinating port improvement policies</td>
<td>UNCTAD/IMCO</td>
</tr>
<tr>
<td>Establishing navigation schools and other marine institutions for training seamen</td>
<td>IMCO/ILO</td>
</tr>
<tr>
<td>Improving transport inter-communications system</td>
<td>ICAO/ITU</td>
</tr>
<tr>
<td>Improving telephonic, telegraphic and postal communications</td>
<td>ITU/UPU</td>
</tr>
</tbody>
</table>
Problems of food storage and processing peculiar to Caribbean conditions

Direct linkages between agriculture and industry particularly agro-industries, forest-based industries

Application of the programme of coastal area development and management

Environmental problems

Bringing together associations of producers-exporters for reciprocal co-operation in the marketing of agricultural products

Preparation of feasibility studies for setting up multi-country Caribbean enterprises

Establishment of the Caribbean data bank (embracing technological, socio-economic and methodological data)

Establishment of an appropriate system for the exchange and dissemination of information to "target clients" related to the formation, functioning and management of human settlements

Co-operation for the development of national building industries through co-ordinated research, studies and training on organization, the use of local resources and the improvement of designs and building techniques

Machinery for co-operation in the transfer and adaptation of improved technology and the development of indigenous technologies

Collaboration among Caribbean Universities and Research Institutions on science and technology, production and processing of food, rural health and education in its relationship to development (Specialist meeting of Rectors)

FAO/UNIDO

FAO/UNIDO/Centre for Housing

*UN OETO/IMCO/
Centre for Housing

IMCO/UNEP/Centre for Housing

FAO/UNCTAD

UNIDO/SELA/UNCTAD

UNIDO/ICAO/UNCTAD

UNIDO/Centre for Housing

UNIDO/Centre for Housing

UNIDO/UNESCO/IDB/UNCTAD

UNIDO/UNESCO

* The programme on coastal area development is a co-operative one including all relevant Agencies and organizations of the UN system.
B. *Items to be referred back to Governments for consideration*

Collective CDCC action in organization of Leisure, particularly sport development (indicated in CDCC Work Programme)

Radio regulation and frequency management suggested by ITU

Development of Maritime Radio-communications suggested by ITU

Establishment of a regional training centre in telecommunications suggested by ITU

Seminar for Maritime and Port Administrators suggested by IMCO

Co-ordination of Air Transport, suggested by ICAO
iv) Proposals by UN Secretariat bodies

Important resources have been identified within the United Nations Secretariat to meet the CDCC priorities. The Department of Economic and Social Affairs, through its various sub-divisions, have put forward a set of proposals that are classified following the same pattern used previously for the Specialized Agencies in tables 1 to 3.

The UNDP also had a relevant contribution during the Meeting but its activities are not mentioned separately, since this programme finances most of the projects and proposals presented by the Agencies and by the Department of Economic and Social Affairs.
Table 4
Activities of the United Nations Secretariat to meet the CDCC Priorities

i) Activities specially designed or modified to meet the CDCC priorities

To focus on the Caribbean, surveys, reviews and reports on:

- Evaluation of national programmes and institutional arrangements to increase popular participation in development efforts.
- Guidelines on rural development programmes.
- Methodologies to appraise the effectiveness of socio-economic development programmes in reaching intended beneficiaries and guidelines for social welfare programmes.
- Participation of Women in public life and in the development process.

To analyse the programme and medium-term plans of all the Agencies interested in a given CDCC priority to determine which specific aspects could be carried out by each one of them and to call upon the Agencies to join with the CDCC Secretariat to implement such activities.

To support the Documentation Centre with data on low-cost housing and human settlements.

ii) Ad Referendum Action that can be undertaken to meet the CDCC Priorities

To analyse in the Centre for Social Development and Humanitarian Affairs, the Centre for Development Planning, Projections and Policies together with the Centre for Housing, Building and Planning, the implications of the CDCC priorities on tourism and to propose an Inter-Agency Plan of Action within the framework of the approved medium-term plans.

To analyse in the Centre for Social Development and Humanitarian Affairs, the CDCC priorities on rural development in a likewise manner and to propose an Inter-Agency Plan of Action within the framework of the approved medium-term plans.
To realise in the Section on Crime Prevention of the Centre for Social Development and Humanitarian Affairs, a study related to the export of crime in the context of tourism.

To lend the assistance given by the Office of Technical Co-operation to countries in the Caribbean region to serve some purpose of the region as a whole.

To expand the training course on bargaining capacity or negotiations with transnational corporations organized by the Centre on Transnational Corporations in connection with the Guyana Government in order to cover all the CDCC countries.

To provide advisory services in administrative, legislative, coastal management techniques, coastal technology, marine technology, through the Institute of Marine Affairs.

To extract from the study on identification of some major problems relating to coastal area development the considerations dealing with the CDCC countries.

To orient activities in coastal legislation or coastal administration to satisfy the needs of the CDCC.

iii) On-going Multi-country activities related to the CDCC Priorities

- Assistance in physical planning for the Eastern Caribbean (RLA/238) (CHBP)
- Research on Housing and Building, building materials, use of local resources, building techniques, physical and urban planning (CHBP)
- Strategies for tourism development in the Eastern Caribbean (CHBP)
- Multi-sectoral regional planning (OTC)
- Development of Regional and Sub-regional Statistical Services (OTC)
- Training in language and conference services (OTC)
- Civil Service Training Centre (OTC)
- Latin American Development Centre (OTC)
- Research and information gathering on transnationals (UN Centre on Transnational Corporations)
- Elaboration of a Code of Conduct for transnationals (UN Centre on Transnational Corporations)
Technical Training and Advisory Services (UN Centre on Transnational Corporations)

Statistical Development in the Eastern Caribbean (Statistical Office)

Statistical Development in the CARICOM Secretariat (Statistical Office)

Centre for dissemination of coastal technologies

iv) Items to be referred back to Governments for further consideration

Future of air transport suggested by CHBP

Port improvement suggested by CHBP

Setting up of a professional group to discuss problems of human settlements (recommendation of the Vancouver Conference on HABITAT) suggested by CHBP

Follow-up Inter-Agency Meeting next year to assess the process of implementation of CDCC priorities suggested by ESA.
Annex 1

LIST OF PARTICIPANTS
LIST OF PARTICIPANTS

United Nations Specialized Agencies

UNESCO

Mr. Yeni Lijadu
Deputy Director
UNESCO Liaison Office, N.Y.

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ICAO

Mr. Clifford C.E. Bellringer
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Ground Branch Air Navigation Bureau

ILO

Mr. Zin Henry
Director
Caribbean Area Office

IMCO

Mr. Fernando Plaza
Regional Programme Officer for Latin America

ITU

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Adviser, Caribbean Area

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Mr. Carlos A. Wirth
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Mr. Stavros A. Malafatopoulos  
Director  
WHO Liaison Office, N.Y.

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Regional Adviser for Latin America

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Director, New York Office  
Mr. James Strattow Crooke  
Senior Industrial Development Officer

UNDP  
Mr. Michael Gucovsky  
Chief  
Division for Regional Projects  
Regional Bureau for Latin America  
Mr. Michael Potashnik  
Regional Bureau for Latin America

UNEP  
Mr. Trevor L. Boothe  
Co-ordinator, UNEP Caribbean Programme

UNDRO  
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Director, N.Y. Liaison Office

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Mr. Gustave Feissel  
Acting Assistant Director-in-Charge

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Deputy Secretary-General  
Caribbean Community Secretariat

WISA  
Mr. Lionel A. Thomas  
Trade Commissioner, Eastern Caribbean Commission  
West Indies Associated States Council of Ministers
Mr. Owen Jefferson
Director
Economics and Project Analysis Division
Caribbean Development Bank

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Inter-Agency Affairs and Co-ordination

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Ocean Economics and Technology Office

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Economic Affairs Officer/OETO

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Mr. Gerald Desmond
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Mr. Tarik Carim
Technical Adviser/CHBP

Mr. John Davidson Miller
Technical Adviser/CHBP

Mrs. Anna Bogusz
Social Affairs Officer/CHBP

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Mr. Jorge Viteri de la Huerta
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Office of the Executive Secretary
ECIA

Mr. Nessim Arditi
Director
Division of Operations
ECIA

Mr. Silbourne St. A. Clarke
Director
ECIA Office for the Caribbean

Mr. Jean Casimir
Social Affairs Officer
ECIA Office for the Caribbean

Mr. Jorge L. Somoza
Adviser to the Director
CELADE
Annex 2

COMPREHENSIVE LIST OF PROJECTS

-- COUNTRY ORIENTED --

REPORTED ON-GOING IN

CDCC COUNTRIES
COMPREHENSIVE LIST OF ON-GOING COUNTRY-ORIENTED PROJECTS IN CDCC COUNTRIES

<table>
<thead>
<tr>
<th>Country</th>
<th>Project Code</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Antigua</td>
<td>ANT/74/005</td>
<td>Pilot Centre for Hides, Skins and Animal By-products utilization</td>
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<tr>
<td></td>
<td>ANT/TF/2 FH</td>
<td>Pilot Scheme for the Modernization of Fishing Boats</td>
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<tr>
<td>Bahamas</td>
<td>BHA/71/572</td>
<td>Fisheries Development Study</td>
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<tr>
<td></td>
<td>BHA/75/004</td>
<td>Agricultural Planning and Development</td>
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<td></td>
<td>BHA/74/005</td>
<td>Agricultural Planning and Development for Food Production</td>
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<td>BABA/75/005</td>
<td>Agricultural Survey and Census Training</td>
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<tr>
<td>Barbados</td>
<td>BABA/73/003</td>
<td>Fisheries Research Development</td>
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<tr>
<td></td>
<td>BABA/74/001</td>
<td>Investigation of the different factors influencing Animal Reproduction of various Domestic Species under sub-tropical conditions</td>
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<tr>
<td>Cuba</td>
<td>CUB/73/007</td>
<td>Fisheries Research Development</td>
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<tr>
<td></td>
<td>CUB/74/001</td>
<td>Investigation of the different factors influencing Animal Reproduction of various Domestic Species under sub-tropical conditions</td>
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<tr>
<td></td>
<td>CUB/74/004</td>
<td>Agricultural Documentation and Information Centre (equipment only)</td>
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<tr>
<td></td>
<td>CUB/74/006</td>
<td>Raising of Marine and Saltwater Fishes</td>
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<tr>
<td></td>
<td>TF/CUB 2 (SMR)</td>
<td>Meat Industry Development Institute</td>
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<td></td>
<td>TF/CUB 4 (DEN)</td>
<td>Milk Industry Development Institute</td>
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<td>TF/CUB 5</td>
<td>Centre for the Production and Development of Functional Fish Protein Concentrate, Phase I</td>
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<tr>
<td>Dominica</td>
<td>DML/74/006</td>
<td>Animal Production and Animal Health</td>
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</table>

* UNDP assisted projects.
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<thead>
<tr>
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<tbody>
<tr>
<td>Dominican Republic</td>
<td>DOM/71/516</td>
<td>Pastures and Livestock Development</td>
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<td></td>
<td>DOM/74/005</td>
<td>Training in Toxicology</td>
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<tr>
<td></td>
<td>DOM/73/010</td>
<td>Agricultural Planning</td>
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<tr>
<td></td>
<td>DOM/TF,2 (DOM)</td>
<td>Agricultural Extension in the Cibao Valley</td>
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<tr>
<td>Grenada</td>
<td>GRN/74/008</td>
<td>Pilot Vegetable Production Unit</td>
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<td>GRN/74/013</td>
<td>Accelerated Propagation of Plants</td>
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<td>GRN/74/019</td>
<td>Fisheries Project</td>
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<td>GRN/74/021</td>
<td>Watershed Demonstration Unit</td>
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<td>GRN/74/022</td>
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<tr>
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<td>GRN/72/009</td>
<td>Veterinary Assistance and Training</td>
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<tr>
<td>Guyana</td>
<td>GUY/75/004</td>
<td>Forest Industries</td>
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<td>Haiti</td>
<td>HAI/68/001</td>
<td>Animal Health</td>
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<td>HAI/70/001</td>
<td>Agricultural Statistics</td>
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<td>HAI/70/006</td>
<td>Milk and Cheese Production</td>
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<td>HAI/72/012</td>
<td>Reafforestation, Erosion Control and Improvement of Natural Forests</td>
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<td></td>
<td>HAI/73/001</td>
<td>Regional Integrated Development of the lower Gonaives Valley</td>
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<td>HAI/73/003</td>
<td>Agricultural Planning</td>
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<td>HAI/73/004</td>
<td>Rural Development and Applied Nutrition Programme</td>
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<td></td>
<td>HAI/74/010</td>
<td>Development of Coffee Production</td>
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<tr>
<td></td>
<td>HAI/74/018</td>
<td>Livestock Development in the South and Centre of Haiti</td>
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<tr>
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<td>HAI/PH,6</td>
<td>Extension of Damien Milk Plant</td>
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<tr>
<td>Jamaica</td>
<td>JAM/67/505</td>
<td>Forestry Development and Watershed Management in the Upland Region, Phase III</td>
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<td></td>
<td>JAM/73/016</td>
<td>Commercial Fisheries Training</td>
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<td>TF, JAN 5</td>
<td>Irrigation</td>
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<tr>
<td>Montserrat</td>
<td>MOT/74/002</td>
<td>Fisheries Adviser</td>
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<tr>
<td></td>
<td>MOT/74/003</td>
<td>Establishment of a Tannery</td>
</tr>
</tbody>
</table>

* UNDP assisted projects.
<table>
<thead>
<tr>
<th>Country</th>
<th>Code</th>
<th>Project/Program</th>
</tr>
</thead>
<tbody>
<tr>
<td>St. Kitts</td>
<td>STK/74/008</td>
<td>Manager of Central Marketing Corporation (OPAS)</td>
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<tr>
<td>St. Lucia</td>
<td>STL/74/010</td>
<td>Veterinary Training (Fellowships only)</td>
</tr>
<tr>
<td></td>
<td>STL/74/023</td>
<td>Fellowships in Fisheries</td>
</tr>
<tr>
<td>St. Vincent</td>
<td>STV/74/010</td>
<td>Fishing Industry</td>
</tr>
<tr>
<td>Surinam</td>
<td>SUR/71/506</td>
<td>Forestry Development</td>
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<td>Trinidad &amp; Tobago</td>
<td>TRI/70/005</td>
<td>Forestry Development</td>
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<td>Turks &amp; Caicos Islands</td>
<td>TCI/73/001</td>
<td>Fellowships in Fisheries</td>
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**ICAO**

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<thead>
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<tr>
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* UNDP assisted projects.
Cuba  -  * CUB/75/003  -  Training for the Hotel and Tourism Industry
Dominica  -  * DMI/74/003  -  Social Security
Dominican Republic  -  * DOM/73/003  -  Household Surveys on Employment and Unemployment
Guyana  -  * GUY/75/005  -  Advanced Technical and Vocational Training
Haiti  -  * HAI/73/005  -  Vocational Training
Jamaica  -  * JAM/75/005  -  Rehabilitation of the Handicapped
           -  ILO/UNFPA  -  Project on Workers Education in regard to Family Life Welfare
Netherlands Antilles  -  * NAN/72/002  -  Arts and Crafts Centre
                        -  * NAN/72/006  -  Hotel Training
St. Kitts  -  * STK/74/001  -  Social Security
St. Lucia  -  * STL/74/005  -  Occupational Health and Safety
                        -  * STL/74/016  -  Labour Legislation
                        -  * STL/74/020  -  Social Security
Surinam  -  * SUR/74/002  -  Vocational Training
Trinidad & Tobago  -  * TRI/73/006  -  Managing Agricultural Enterprises
                    -  * TRI/73/001  -  Co-operative Training and Curriculum Development
                    -  * TRI/74/002  -  Management Training

IMCO

Cuba  -  * CUB/71/004  -  Fellowships in Port Operations
Grenada  -  * GRN/74/006  -  Port Administration
Jamaica  -  JAM/74/011  -  Port and Shipping Development (in association with UNCTAD)

* UNDP assisted projects.
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* UNDP assisted projects.

/ Concluding in 1976.
Jamaica
- * JAM/73/001  - Animal Health
- *  JAM/75/004  - Health Care Facilities

Montserrat
- * MOT/68/005  - Hospital Administration

St. Kitts
- * STK/69/001  - Hospital Administration

St. Lucia
- * STL/69/001  - Hospital Administration

St. Vincent
- * STV/68/006  - Hospital Administration

Surinam
- * SUR/70/504  - Water Supplies and Sewerage

Trinidad & Tobago
- * TRI/74/005  - Animal Health Assistance
- * TRI/68/007  - Hospital Administration
- * TRI/74/003  - Assistance to Water and Sewerage Authority
- * TRI/74/004  - School of Dental Nursing

Turks & Caicos Islands  - * TCI/75/003  - Development of Nursing Manpower

UNCTAD

Belize
- * BZE/75/003  - Assistance to the Belize Customs Administration

Cuba
- * CUB/73/003  - Maritime Port Information System

Dominican Republic
- * DOM/76/003  - Export Promotion

Haiti
- * HAI/76/...  - Trade Promotion

Jamaica
- * JAM/74/011  - Maritime Port Development

UNEP

Jamaica  - Javanex Project- Environmental pre-audit study for a bauxite facility

UNESCO

Antigua  - *  - Educational Planning and Statistics Adviser

* UNDP assisted projects.
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<td>* STL/72/018 - Technical and Vocational Curricula</td>
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- VC/GUY/75/083 - Maintenance Week
- RP/GUY/75/001 - Training in pharmaceuticals
- IS/GUY/75/001 - Assistance to the Kaolin Glass and Cement Industry

Haiti
- DP/HAI/74/013 - Industrial Programming
- RP/HAI/76/004 - Training in aluminium alloys

Jamaica
- IS/JAM/74/005 - Trans. Shipment and Industrial Free Zones Complex
- DP/JAM/72/007 - Management and Training Services to Textile Industry
- IS/JAM/75/006 - Consultant to General Manager of Commercial Toolroom
- IS/JAM/75/001 - Development of Ceramics Industry

Montserrat
- IS/MOT/74/007 - Production of Structural Ceramics

St. Kitts
- DP/STK/75/002 - Extension Services for Small Scale Industries
- IS/STK/74/016 - Footwear Industry

Trinidad & Tobago
- DP/TRI/69/505 - Caribbean Industrial Research Institute
- VC/TRI/74/089 - Linkage between Industrial Research Institutions
- IS/TRI/75/001 - Prep. Mission, Ass. to Joint Caribbean Aluminium Projects
- DP/TRI/74/001 - Development of Tool and Dye Production

Antigua
- * ANT/74/002 - Electrical Instruments Maintenance and Meter Testing
- * ANT/74/003 - Assistance in Transport
- * ANT/74/014 - Economic Planning

Bahamas
- * BHA/74/004 - Water Resource Development
* BHA/74/006 - Improvement of Grants Town Nassau
* BHA/74/008 - Modern Government Accounting Methods and Practices
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* UNDP assisted projects.
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* UNDP assisted projects.
Annex 3

Statement by Mr. S. St. A. Clarke
Director
ECLA Office for the Caribbean
Mr. Chairman, my remarks will be in two parts. The first devoted to items 2 and 4, to respond to some specific questions that were asked during interventions, and to make some comments and elaborations which will give pointers to dealing with item 5. The second part will be to give some first thoughts as to how item 5 can be tackled.

I think we would all agree that views had become largely crystallized in the last hour and a half yesterday afternoon and at that stage bearing in mind the content of the interventions that were made in the last two hours, it was more clear to see the dimensions of the CDCC programme and the framework in which it had been constructed. It was relevant too that some of the earlier comments that the programme was a massive one which could not all be implemented at once, had by yesterday afternoon narrowed down, consciously or unconsciously, in the statements of some of the people making interventions, into a process of selection and of giving precision to some of the subject headings. That is, it had narrowed down into an indication of those things which are possible in the short run, and those others which could be considered for the medium run, but which would require some further preliminary work in identifying not only the specific aspects of action but also the inputs that would need to be combined for carrying out the activity.

It is my experience, Mr. Chairman, that the ECLA Office has never been asked to do things which are possible, always it is the impossible; and this is only one of the more recent examples. In this regard, while I recall in one intervention the statement that 1977 would not be a very good year, from my standpoint 1977 will be a very good year. Good, for the reason that the CDCC programme by its orientation insists on improving efficiencies in the utilization of the resources available to the Caribbean and because of the restrictions that we face in 1977 it will force us to
act within the framework of the terms of reference. This presents to all of us a challenge which was identified by the speaker from the ESA and put in much better terms than I would myself have put it.

It seems to me that if I summarise the parameters that we have to play with, very briefly, the remainder of my remarks would fall into place. First, we have a situation where the governments themselves identified what they felt in their experience were the main problems. We also have the indication that we should concentrate more on short and medium term activities because of the dynamics of the Caribbean situation. We have the recognition by the governments that while there might be some sources of additional resources we cannot begin by putting our dependence on that. We have the recognition that there are several programmes which by being approached in a more regional and collective manner can yield better results. In this regard the reference by the CARICOM representative to half empty buses put in very clear perspective the kinds of considerations that were discussed among the Ministers at Havana. What has been going on here and which reached crystallization during the course of yesterday afternoon has been a first step in reconciling global policies with sub-regional priorities. The sub-regional priorities are in the CDCC programme. The global policies are in the medium term plans of the United Nations bodies. This first step would provide the output from this meeting of a list of activities on which we can immediately embark. That is the first group.

Secondly, a list of activities which need further clarification so that the inputs and the way in which they would be combined (way or ways, I will come to that later), can be spelled out more precisely; and beyond that, a list of items from the programme for which there is not yet any clear support either in terms of budget or persons, and which might involve going back to the governments to indicate that if they regard it as a serious priority then there will need to be some readjustments between the CDCC programme and national programmes. That is the first output as I see it from this meeting. The second is that the United Nations system could take more comprehensively and in sharper perspective into their own planning the sub-regional requirements, and in this regard the report of the Havana meeting can be seen as a first
feed-back which I am quite sure many agencies have not yet taken into account in their planning activities.

There are some other parameters and the most important is that given the complexity of patterns and relationships in the Caribbean, culture patterns, diverse languages, political structures, economic organizations, given all of this, the governments recognized that concerted action was required on their part if better use of resources was to be made and if there was to be significant progress towards co-ordination among themselves. There is implicit in this the necessity for concerted action on the other side, that is on the side of the UN system; and I am quite sure that every agency has in the last few years faced the problem to a greater or lesser extent that their programmes lose in effectiveness by being dispersed over several small countries resulting in small inputs which are not meaningful either in terms of overcoming the problem or in terms of utilization of the specialist expertise. This pattern in the CDCC therefore means concerted action on the government side, and means concerted action on the UN side; and from the point of view of the Caribbean countries, it means also building up on the experience of the inter-governmental bodies in the Caribbean region which already have accumulated some experience in integration. In fact, this is one of the cardinal points in the work programme, and it has implications not only for the immediate present but also for programming the activities beyond 1977.

There is the further parameter which we find in the work programme and to which reference was made in several statements, that projects and programmes are extremely expensive; and they are expensive on two counts, (i) recruitment through the UN system carries high pro forma costs, and (ii) recruitment of people from outside the area involves a prior period of familiarization and orientation. So we find in the work programme the suggestion by the governments that fuller use should be made of expertise which is available in the region, and in my remarks where I will use as examples two projects, I will come back to this question of utilization of local expertise. It is evident that close familiarity with the problems and with the possibilities for adapting solutions found in other places to Caribbean
circumstances is an essential ingredient in this process we are asked to implement of bringing higher efficiency to the use of available resources.

Finally, there is the most important edict laid down by the governments that whatever strategies are selected, they must come basically from the Caribbean itself, if the strategies are to stand any chance of success. And in this regard when spelling out the priorities in Havana the governments placed very great stress on technical co-operation. In fact, several Ministers regarded it, I should say the majority of Ministers, regarded it as the greatest priority. They spelt it out in terms of promoting reciprocal means of disseminating the favourable results of actions obtained in some of the CDCC countries to other CDCC countries. This was a point which came out again in the presentation made by the representative of CARICOM because if one bears in mind the diversity in the Caribbean it is easy to see that dissemination of information has implications on the language side and also on the publications side; and this again relates to the two examples I will use later.

I made the remark that 1977 will be a very good year, and I say this in terms of the extent to which ECLA and the Caribbean can digest inputs of resources. If there had been no budgetary restraints the reflex action most likely would be that to meet the CDCC work programme we would provide substantial additional resources and this would mean putting more experts in the field. Already we have been in situations where there have been too many experts, and it has been beyond the digestive capacity of some of the countries. We have also been in the situation of programmes proceeding slower than was intended mainly because they could not be digested. The extent of effectiveness of a programme or project depends very much on the ability of the individual country to provide counterpart, and I am sure that nearly every agency has been in the position of having to comment on the difficulty of obtaining counterpart personnel. From the standpoint of ECLA we will need to gear ourselves to this programme, and consequently the co-ordination that we will apply to the programme has to be built up at a succeedingly cumulative rate; so it is a good thing that agencies
cannot immediately, all together, and on any significant and expansive scale, push inputs into the programmes. In this regard it gives us a breathing space to gear our own capacity to absorb.

To answer a specific question 'what is the capacity of the CDCC Secretariat?' and so as not to give any impression that I am evading the question, I would remark first that the CDCC Secretariat is ECLA. Second, that on a day-to-day basis the first line of the ECLA machinery for implementing the programme is based in the Office for the Caribbean, and the second line is in the rest of the ECLA system whether it be at Santiago or Mexico or Bogota, or any of the other offices of ECLA. It is significant in this respect that the Havana meeting was serviced mainly by staff from Mexico and Santiago because the kind of skills that were needed at that time were placed mainly at the ECLA Office in Santiago. It is significant too that servicing of this present meeting is a joint Port-of-Spain/Santiago activity supported by the Regional Commissions Section here at Headquarters. In implementing this programme however, we will be drawing not only on that part of ECLA which appears in the Regular Budget but on the whole ECLA system, and by this I mean ILPES, CELADE, and inevitably also on the joint activities that ECLA performs with FAO, UNIDO and other organizations.

To be more specific, what have we got at Port-of-Spain? At this time there are on board 5 professional officers aside from myself. I have a Social Affairs Officer, General Economist, Agricultural Economist, Administrative Officer, and a Regional Adviser - Economics (a general economist who gives most of his time to responding to requests from individual governments and to supporting activities in the integration bodies). We also have 16 General Service category staff, 4 of which are assigned entirely on research activities. Beyond this, we have 2 vacant professional posts, one in transport and the other formerly utilized in monetary and fiscal policies; to these should be added the 4 professional posts approved at the last session of the General Assembly, and 5 General Service category posts also approved at the last General Assembly session. In total, when all of the recruitment procedures are concluded, there will be about 40 persons on board.
I cannot give you a similar specific indication of our second line of resources, because this depends on drawing these resources from other parts of the ECLA system, and it depends on the specific activity which is on-going and the requirements for particular types of expertise. You will already have heard of the intention of CELADE to decentralize somewhat to the Caribbean; and to the extent that they are able, ILPES will also give support to the sub-regional programme. I do not put a great deal of faith myself in saying that one has X number of posts because I have found that capacity in terms of work is related to a great many other things too. I have indicated the number of posts we have but even with what we have on board we would not have been able to prepare a particular project, to which I will make reference later, without an input from Santiago; and it is significant that this input was only a matter of having a particular skill for a period of 5 days. Capacity therefore is related more to having skills which are needed when you need them, and it is in this respect that the CDCC programme has its strength by trying to draw from the whole UN system particular skills for particular activities at particular times, taking up slack in the system which otherwise would be wasted.

I would conclude my comments on the ECLA Caribbean Office by saying that we have three types of activities: research, which is devoted to (a) evaluation of economic performance in the countries, I think most of the agencies will be familiar with the *Overview of Economic Activity* which we put out each year; (b) research for supporting ECLA head office regional projects for evaluation of the strategy for the Second Development Decade and for inputs to the New International Economic Order; and (c) research for specific project activities authorized in the ECLA work programme. The second type of activity is our advisory function, advisory not only to the governments on their requests but also to the UN system. From time to time agencies draw on our particular knowledge gained from proximity to the situation in developing and orienting their own approaches to the Caribbean. Thirdly, we have the operational activities which largely were devoted to assisting with the integration process and which have gradually become more specialized subject-wise as the integration bodies have developed their own expertise and their abilities to deal not only
with day-to-day supervision of integration but also the development of new strategies. By integration I am referring now to CARICOM, the CDB, the ECCM Secretariat, WISA, and newer efforts like the Caribbean Investment Corporation. All of these bodies have come out of the integration exercise, and taken together they carry a very integrated programme with a division of functions to which we in ECLA give support on particular aspects from time to time.

I come now to the work programme of the CDCC and the list of headings that form the annex to the agenda before this meeting. The primary purpose for me has been to learn which projects already in the budgeted global programmes of the agencies, bear direct correspondence to activities authorized in the CDCC work programme and therefore provide possibilities for initiating immediate action. From the interventions during the course of the discussion, I endeavoured to amend the list of agencies noted along the side of that annex, and I found that there were very few items in which only a single agency had an interest. In part this is due to the fact that the headings are broad and each agency has an interest in some particular aspect that may not have been fully foreseen when the heading was set down. For this reason I have come to the conclusion that aside from the first group of projects on which some immediate action is possible, there is a second group on which work needs to be done in giving more precision not just to the heading, but to the aspects for which each agency has a particular interest either in terms of projects which are already on-going, or in terms of an activity which needs to be referred back to governments for endorsement or for readjustment with national projects.

I should make it clear at this point that the CDCC programme was seen by the governments as something which would complement the bilateral activities between the agencies and the governments. It was never intended as a substitute or a replacement for national projects conducted by the agencies. It certainly was seen as a means for rationalizing those projects which the governments identified as falling in areas where they could take concerted action. And this is what is in the programme. I discovered too that in the list there are some projects set down which are ruled out, at this time anyhow, because on the basis
of what has been said so far and which in some cases indicate that agencies will refer back to their headquarters, there are not presently possibilities for action in the sense that global projects do not correspond to the items in the CDCC work programme. In this respect the CDCC work programme immediately becomes a point for feedback on which the agencies can act.

I address myself now to another specific question that came up in several interventions: how will the programme be implemented?, and by this I understood the question to mean how they would be implemented at the day-to-day level, not in terms of budgetary provisions, but at the level of inputs of expertise, at the level of giving precision to these ideas in the work programme, at the level of being able to show results. To reply to this question I have decided to select two of the projects, and projects might not be the correct term to use, two of the actions which was spelled out in the paper that was circulated jointly by UNESCO and ECLA. We had the fortune to be able to consult over a fairly lengthy period with the UNESCO representatives at sub-regional level. It happened that we met on the Caribbean conference circuit in several places, so it was a continuing dialogue, whether it was in Trinidad or Guyana or St. Kitts, and out of this evolved four precise areas on which some activity has already commenced. One area relates to the language barrier which was set down in the paper that was circulated, as the third activity; the other relates to documentation - the establishment of some suitable documentation activities, which is the fourth activity in the paper.

The technique that will be used in tackling the language barrier problem is that UNESCO will immediately provide the input of an adviser. He will formulate the frame for a feasibility project which will require some field work, which field work will be carried out by the national commissions of UNESCO thereby utilizing at lower cost expertise already in the region. The results of the work from the national commissions coming back at a later stage, to the UNESCO expert (I use expert in the wide term, it does not necessarily mean an inter-regional adviser from project to project, it does not necessarily mean a consultant, it can be whatever the circumstances of the particular action requires) and
this expert consolidating the results of the feasibility study and formulating the specific recommendations for government actions which will go back to the CDCC for acceptance, modification, adoption, whatever it might be, by the Ministers. It would be noted that the approach is entirely pragmatic and has been tailored to suit the pieces of the jigsaw that were available to us at Port-of-Spain when we were discussing the possibilities for tackling this particular problem. I have no doubt that every agency is interested in this project, and we see this as being the first step in getting the activity off the ground. In fact, I have been provided with a paper on the language barrier range of activities which if I were to peruse it now would demonstrate that at some point every agency, every part of the UN system, will be interested either in having an input or in drawing on the outputs.

The second project or activity takes a slightly different form. We are talking now about the documentation centre, and what has been decided is to commence within the ECLA Office itself with the indexation and consolidation that is the essential first step in any such exercise of establishing documentation centres. It is on this activity that we were fortunate to have an input from ECLA Santiago which set out for us a feasible framework within the unique circumstances of the Caribbean, identifying possible users in areas not already served by library services and other documentation facilities, and also providing the possibilities for consolidating the whole network of information. I am commencing this exercise immediately with the recruitment of a librarian/documentalist which would be at the second level; in the meantime making an effort to find a chief documentalist, and providing some essential secretarial support services. That would be the shape of the project in the first phase; and it provides the foundation for the UNESCO project, the ECLA/UNESCO project you could call it, which will elaborate the activity into a wider frame in the terms described in the paper. I think all the agencies have already seen the paper and have had a chance to peruse it, and I have no doubt that some references to these examples will be made in dealing with item 5.
From what I have already said I think you would have gathered that immediately from this meeting there are areas of feed-back which will be the basis for consultations between your organizations and the ECLA Office. These two specific examples are activities which are going ahead straightaway and give an example of the pragmatic approach which has to be adopted; it also gives an indication of the importance of being able to draw on the slack within the UN system, and the need for tackling activities which are digestible. They were selected also because in our view they stand right at the centre of implementation of the rest of the CDCC work programme. There is scarcely any activity in the programme which can be pursued without some advance on the language problem, and without some advance on the documentation problem.

But it is not my intention to confine the immediate activities only to these two projects; there are four in the joint paper. There are also several that were specified in the interventions and which I have noted, and which will be reflected in the report from this meeting. And beyond this we have, I should say I have, perhaps with a degree of optimism, commenced the elaboration of outlines for specific studies in other areas which are top priority in a region like the Caribbean. Transport is a first priority. And while we have been tackling maritime transport, quite successfully I would say at the level of CARICOM, there has not yet been concerted action at the wider CDCC level. In this regard I have been fortunate that the ICAO representative has responded very kindly by giving us his first reactions to an outline which I prepared on air transport; and with the concurrence of other agencies' representatives it would be my wish from time to time to send for their comments, observations, and hopefully, contributions to the improvement of the frames for these actions the outlines of which we will prepare within ECLA.

Now coming to item 5. My comments are primarily of a nature to stimulate the discussion. It is evident that the work programme has in it some elements which would be implemented mainly within the ECLA framework; some other elements which will require joint activity of ECLA with some other body or institution, and also elements which could best be implemented by some other body than ECLA, this body acting
within the CDCC authorization and within the scope of its own institutional mandate. In short, if we go through the programme item by item we find there are various combinations of inputs which will require different degrees and different types of co-ordination. In a measure this breakdown into three that I have given is an oversimplification, but it does provide us with a means for addressing ourselves to the problem.

For the first group, the items that mostly would be handled within the ECLA system (that is ECLA, CELADE, ILPES), I need not make a specific comment beyond the observations earlier other than that there are within the ECLA machinery already authorizations for stimulating activities given that the resources are on tap.

For the second group, that is activities which need to be approached by joint actions of ECLA and some other body or bodies and agencies, there are a wide spectrum of possibilities. We need to recognize that certain parts of the CDCC work programme developed from specific consultations with related agencies. In these cases it seems sensible to proceed on a basis that these bodies and agencies would make provision for participation in CDCC activities and would consult on the basis of the joint activity, however close or loose it might be, that would be the means for implementing the action. This being the case, the ECLA role becomes one of providing to the agencies a vehicle for which the agencies can orient their activities to sub-regional needs and priorities. Within the ECLA Office for the Caribbean of course there will be an official who has the main task of co-ordinating CDCC activities. This is not to say that I can divorce myself from it, but it will receive attention on a continuing and day-to-day basis. This co-ordinational activity naturally will be supported by the mechanisms at ECLA headquarters that have responsibility for inter-agency relationships.

Where agencies already have offices at sub-regional level, co-ordination is not too difficult even if the geographical scope of the sub-regional office does not correspond to the CDCC grouping. The agency sub-office immediately provides a point of contact for dialogue. Some of the interventions did include indications of divisions between
their sub-offices for handling the CDCC group of countries. Perhaps the agencies themselves already have ideas as to how these internal problems could be co-ordinated, but on the ECLA side we would endeavour to provide the sort of vehicle for agency action that the programme requires. We have already heard the intention in some cases of making expertise available at Port-of-Spain for specific assignments for short periods. I have no doubt that as the activities are identified and as the programme develops, this kind of approach will find favour with several of the agencies, perhaps all. The determining factor is having in very specific terms the activity that will be pursued by the specialist during the short time he would be at Port-of-Spain.

The third group is more difficult. There are some subjects in the CDCC work programme which fall outside the range of activities that traditionally have been handled by ECLA; and in those cases the Ministers indicated the kind of approach they thought might be suitable. One example is in dealing with aspects of the Law of the Sea. Looked at objectively, I do not think it can be questioned that the development of a special régime for the Caribbean countries is a very necessary thing and a high priority. What is significant is that the governments should at this stage have included it in the work programme and in fact should have decided that it would be handled at the level of the CDCC. In these cases where the inputs need to come from the other bodies and agencies, it is quite possible that the ECLA role would be mainly one of providing some logistics. Quite clearly in those areas where ECLA does not have the expertise, it would need to come from other parts of the United Nations system.

Specific mention could be made also in this category of coastal area development. The CDCC recognized this as a priority area, and on the UN side there was also this recognition, so that at this point in time as we have already been informed, there is on the UN side an input of preliminary work nearly concluded which goes some way towards meeting the mandate of the CDCC; and it is significant that this input was not done in Port-of-Spain, and that the co-ordination was purely within the UN system, and not on a highly formalized basis.
To conclude my remarks, Mr. Chairman (I have spoken a great deal longer than I usually do), I would only say that I am aware of the existence of inter-agency agreements; but I am also aware that up to this point in time their operation has not been extended to the Caribbean sub-region. Whether in fact it is necessary for this to be the approach is for the agencies to decide; but from the standpoint of people working in the field in the Caribbean, I would advise and I am sure this would be endorsed by other people who share my experience, that over-formalization usually works against efficiency, and this is nowhere more clearly seen than in the Caribbean.

Thank you, Mr. Chairman.