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ASSESSMENT OF SOME ASPECTS
OF
REALISING THE CDCC PROGRAMME



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ASSESSMENT OF SOME ASPECTS OF REALISING
THE CDCC PROGRAMME

I

THE MAIN PARAMETERS OF CDCC

The Caribbean Development and Co-operation Committee (CDCC) is defined in its functions 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: 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 with the integration groupings of Latin America. These were given full endorsement in the Constituent Declaration adopted at Havana, also in the Declaration of Santo Domingo, and was elaborated in the Work Programme which reflects the scope of activities agreed by the Governments of the CDCC countries.^{1/}

The programme of 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 Caribbean, and the adoption of strategies especially suited to the needs and characteristics of the area.

^{1/} 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.

The orientation of CDCC requires above everything else, improvement in the effectiveness of utilization of resources available to the Caribbean countries. This overall objective has been set within the framework of specific principles that were stipulated in the authorized Work Programme and which were further enshrined in the Constituent Declaration and in the Declaration of Santo Domingo. These principles derived from identification by the Governments themselves of what in their experiences are the main problems, and their decisions as to the areas in which action could be taken for their collective advantage, within "the principles of the equality, sovereignty and independence of States, solidarity and mutual benefit, without any discrimination that might arise as a result of differences in political, economic and social systems".

The CDCC Ministers emphasized that the majority of the member countries of the Committee lack experience, resources and adequate institutions for the formulation and implementation of social and economic development policies designed to attain full and productive employment of the labour force. They also stressed that their Governments place particular emphasis on structural change, which would require concerted action both in the sub-region and in the international community in order to provide the necessary impetus and resources for dealing with these problems.

They therefore decided, (a) that concentration should be more on short and medium term activities because of the dynamics of the Caribbean situation; and (b) that focus be placed on two prime aspects - co-operation among the countries on matters of mutual advantage, and co-ordination of inputs from the United Nations bodies in support of CDCC initiatives, should be pursued simultaneously. From these derive the strategy for combining resources on the side of the participating countries, allied with combining the resources on the side of the United Nations system.

It was also their view that there are several programmes which by being approached in a more regional and collective manner, can yield better results. This was allied to the further principle that wherever feasible, attempts should be made to achieve the expansion of

on-going projects to cover countries not previously included. To a greater or lesser extent, United Nations 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 particular problem or in terms of utilization of specialist expertise. The collective approach offers not only the possibility of fuller utilization of scarce expertise, but also the opportunity for the expertise to be extended to some countries that otherwise would not have had that benefit.

A primary related concern has been that efforts should be directed towards building up on the experience and the capacity in the sub-region, both in terms of (a) fuller utilization of Caribbean expertise, and (b) utilization of the experiences in integration. As regards the former the CDCC observed that the experts from a similar environment frequently give more efficient assistance on account of their familiarity with the common problems, and their greater capacity of adaptation to local conditions. Regarding the latter, the principle is specific in that the CDCC group should utilize the experience accumulated by CARICOM and other bodies, which is of value for the achievement of the aim of co-operation among the Caribbean countries. The Ministers went further to emphasize that the principle should be one of complementation with CARICOM, and to lay stress on the need to dovetail national programming efforts with those aimed at greater co-ordination of programming at the CARICOM and also at the wider Caribbean level.

The above principles as to how Caribbean co-operation should be approached within the framework of the CDCC were reinforced by the important statement that "such advances as are now being achieved are different in that they are based on formulas conceived by the countries of the region themselves to serve their own interests and aspirations. Whatever the strategies selected for development and co-operation in the Caribbean, it is necessary to bear in mind that if such strategies are to have any chance of success the solution should come basically from the Caribbean itself".! UNCTAD/IMCO

The second set of guidelines indicate what should be done. The greatest stress was placed on technical co-operation, spelt 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.

Next, emphasis was placed on establishing the basis for better communications between the countries, both human and physical; and allied to this was the enhancement of Caribbean cultures. These areas constitute the basic infrastructure that underpin the joint social and economic sectoral activities detailed in the programmes authorized by the CDCC.

At the third session the Ministers agreed that the CDCC Secretariat, as well as the Secretariat of all organizations of the United Nations system and other international organizations should provide fullest support to ensure the most rapid and effective implementation of the Work Programme of CDCC. They also decided that highest priority be accorded to: Elimination of language barriers, Maritime Transport, International Trade, Caribbean Multinational Enterprise for the Production and Distribution of Printed and Audio-Visual Materials, Caribbean network of Educational Innovations for Development, Participation of Caribbean Women in Development, Science and Technology; that equally high priority should be given to the work of the Caribbean Documentation Centre and related statistical services; and that the above selection be without prejudice to actions mandated in the various sectors of the Work Programme which should be actively pursued with the collaboration of the United Nations Agencies and organizations concerned.

II

CO-ORDINATION OF CDCC ACTIVITIES WITH OTHER
SUB-REGIONAL PROGRAMMES

Co-ordination with global and regional programmes

Consistent with the parameters given by the Committee of Ministers, the Secretariat from the outset in consultation with the Specialized Agencies and other United Nations bodies, sought to reconcile global programmes with the sub-regional priorities. Two purposes were meant to be served - first that the global programmes of the various UN bodies do in fact contain a component for the Caribbean sub-region; and secondly, that the United Nations System would take more comprehensively and in sharper perspectives into their own planning, the priorities and requirements of the sub-region. In the cases where either or both of these purposes were met, project outlines prepared jointly with the related Specialized Agency, were submitted to the CDCC.

The majority of global and Latin American regional programmes and projects do not contain a Caribbean component. Where it is seen that the programme or project elements coincide with stipulated CDCC activities, the Secretariat strives to achieve the inclusion of a Caribbean component. For example, the UNESCO/ECLA/UNDP regional project on Education and Development for Latin America and the Caribbean has since 1977 expanded in coverage to take in several of the CDCC countries. Similarly, considerable effort has been directed towards the acceptance and implementation of a Caribbean component in the regional project on the Implications of the International Monetary and Financial System for Latin America.

What is important is the extent to which individual Agencies have responded to the CDCC programme. Where these bodies already have global programmes which permit the inclusion of a Caribbean component it has been easier for them to respond. In some cases the Agencies have been able to include in their new programmes, specific components that correspond to mandated CDCC tasks.

It has however, been found, that the mechanisms are not generally responsive for including the Caribbean sub-region in wider projects. Most frequently the lack of responsiveness is due to resources having already been earmarked in a manner which excludes the sub-region, and it becomes a question of obtaining additional resources, which may even involve reference back to a governing body in the next budget period. But in other cases the problem encountered is that the project or programme has been so developed in its orientation, that it has little applicability in terms of Caribbean realities.

While it is difficult to mention all the Agencies and programmes, it should be noted that some Agencies have made very special efforts to respond to the CDCC objectives. ICAO, UPU, IMCO, UNCTAD, ITC, UNESCO, UNDP, UNIDO are prominent in this group and the CDCC should be aware of the strong support they have endeavoured to give the Secretariat.

Co-ordination with on-going integration programmes

To ensure that CDCC activities are consistent with, and complementary to on-going integration activities in the Caribbean sub-region, every effort has been made to integrate the respective CDCC actions with related actions of the CDB and the CARICOM, ECCM and WISA Secretariats. Accordingly, the closest liaison has been maintained where those institutions are pursuing parallel or similar activities under the mandates of their respective governing bodies. Collaboration on priorities in the CDCC programme with aspects of the CARICOM programme has been much facilitated by the endorsement of co-ordination between the CDCC and CARICOM Secretariats given by the CARICOM Council in its decision:

"COUNCIL:

Noted that the CDCC and CARICOM have many activities in the same area;

Agreed that in order to ensure that CARICOM received the maximum possible support from the activities of the CDCC, the CARICOM and the CDCC Secre-

tariats should collaborate as necessary to facilitate the achievement of this objective".

Co-operation between the CDCC and CARICOM Secretariats in the fields of transport and communications covers, inter alia:

- (i) Restricted Postal Union, where it was agreed to merge the CARICOM and CDCC programmes although the Caribbean Restricted Union would operate in English - at least initially. So far Suriname has been the only non-CARICOM state to express an interest in joining.
- (ii) Shipping traffic survey in which both the CARICOM and ECCM Secretariats have provided assistance in data collection, with UNDP funding the additional expenditures.
- (iii) Civil Aviation - where the CARICOM and ECCM Secretariats are invited to participate in the CDCC Experts Group, and are kept informed of developments.

In the area of information and documentation services, the librarians of CARICOM, CDB and CEPAL/CDCC have held working sessions to discuss their inter-relations, and their relations with non-Caribbean organizations. They examined the extent to which their collections and services overlap and attempted to seek solutions to avoid unnecessary duplication of resources and determine areas of specialization. They found that overlap in their spheres of interests as reflected in their documents and library holdings also indicated different areas of emphasis relative to their respective work programmes and priorities. They agreed to rationalize the acquisition and effective utilization of current awareness services, and to develop a strategy for sharing resources as far as non-Caribbean material is concerned.

In the fields of social and cultural affairs there have been efforts towards co-ordination in:

- (i) Caribbean Enterprise for the Production and Distribution of Printed and Audio-Visual Materials, proposal which has been endorsed by the CARICOM Meeting of the Standing Committee of Ministers Responsible for Education (Georgetown, Guyana, 23-24 August 1977). This endorsement was reported by the Secretariat at the Third Session of CDCC, which in turn granted the highest priority to the project.
- (ii) Caribbean network of centres for cultural Retrieval and Animation, in which the feasibility study would take into account CARICOM's interest in a network of museums of daily life.
- (iii) Integration of women in development, not only with CARICOM, but also with the University of the West Indies activities which gives great emphasis to the CARICOM LDC's.

As regards co-ordination with on-going Caribbean projects of other United Nations bodies, the Secretariat has not only continued to provide inputs as needed, but also has ensured that the CDCC activities dovetail with them to the fullest extent.^{2/} Most prominent in this is the support given by the CDCC Secretariat to the Development of Statistics projects in the ECCM and CARICOM, being conducted by the UN and the UNDP. In pursuing this aspect of co-ordination, the Secretariat has observed the criteria that the corresponding CDCC actions should complement the bilateral activities between the Agencies and the Governments, since the CDCC was never intended as a substitute or a replacement for the bilateral projects being implemented by the Agencies or other UN bodies.

The CDCC priorities required the Secretariat to work most closely with UNESCO, UNDP, ICAO, ILO, UNCTAD, IMCO; and the further activities required inputs from UPU, UNIDO, ITC, ITU and the UN. Detailed report on the progress made on the priorities is documented elsewhere. So far the co-ordination of the CDCC activity to related bilateral projects has proceeded on project by project basis, the

^{2/} The CEPAL/UNEP Caribbean Environmental Management Project is a special case in which CEPAL participates in the execution.

governments themselves stimulating whatever action is deemed desirable.

However, various complexities for co-ordination have been encountered at the institutional level that derive from the variety of ways in which the Caribbean is grouped (and serviced) by individual agencies. In some cases to achieve CDCC coverage, the Secretariat has to contact a single Agency through two or more points. The CDCC has been aware of this situation, and as a consequence the Committee in its second session expressed its concern at the overlapping in the geographical coverage of the United Nations sub-regional system, and suggested that the possibility of a uniform criterion for the division of the region by the various United Nations Agencies should be considered at least as a long-term objective. There has been only minimal progress on this, and the attendant difficulties remain.

Very particular directives were given at the third session that the Secretariat should serve as liaison between the CDCC and the Caribbean Group for Economic Co-operation of the World Bank to ensure that co-ordination is achieved between CDCC projects and programmes and any regional activities of that Group. The present situation is that the CDCC Secretariat (CEPAL) has Observer Status in the Group, and participates in its Technical Assistance Steering Committee under the Chairmanship of the UNDP. The regional priorities identified by the CDCC have served to assist the Group in project development; in particular, the CDCC tasks mandated in Maritime Transport are being pursued jointly with the World Bank, IMCO, UNDP, CDB and CARICOM.

III

INSTITUTIONAL MACHINERY FOR
HORIZONTAL CO-OPERATION

At the same time that the Governments placed the highest priority on co-operation and mutual assistance, they made it clear that they were equally interested in strengthening their national capabilities in the strive towards higher levels of self-reliance in the Caribbean. The parameters given to the Secretariat require that maximum use should be made of the national institutions in pursuing the CDCC goals. It was evident too that the Caribbean Governments held strong views about the proliferation of new institutions in the sub-region. These considerations set the limits within which mechanisms must be established for facilitating the co-operation activities. More specifically they had to be taken into account in preparing the feasibility studies for establishing: the Caribbean Information System; a Caribbean Council for Science and Technology; and a Council for Social and Economic Development (among others) that were authorized by the CDCC.

Some main characteristics

What has emerged in studying the modalities for a Caribbean Information System and the structure for the Caribbean Council for Science and Technology (among others), is that there must be a high level of decentralisation, with some "nucleus" having the functional co-ordinating responsibility.^{3/} While the nucleus would act as 'nerve centre', the day-to-day activities would be effected through the related national institutions. The co-operation activities should be geared in a manner that adds to the capabilities of the national bodies through the mutual support which can be

^{3/} One Consultant coined the phrase "co-ordinated decentralized structure".

provided from the other participating countries and from the international community.

Some levels of co-operation already exist among various countries. The objective therefore, must be to expand and systematize regional co-operation using the elements that the Governments consider desirable. It follows that the activities of the "nucleus" or "nerve centre" have to be consonant with national objectives, and serve as a means of assisting development at both the national and the regional level. In short, it should not be just one more organization serving as a drain on the limited talent and financial resources of the countries.

The general view of the Governments is that the bureaucratic structure should be kept to a minimum, and should evolve in response to the demand created by the growth in its activities. Equally, bureaucratic procedures should be kept to a minimum necessary for functional viability, and there should be a high level of flexibility which is seen as important given the widely different stages of development among the CDCC countries. The consideration is that the specific co-ordinational policies and procedures for respective activities should evolve out of experience.

In its working the "nucleus" should be "action oriented" and its focus on co-operation should be at the practical level, with concentration on those activities that are of greatest common interest and significance to the participating countries. It is further required that these mechanisms must be of a nature which permit the bringing together not only the official sectors of Governments, but also the academic communities, professional associations and productive sectors as appropriate, in the interest of maximising the utilization of all available resources and knowhow. In short, the approach must be to bring collective efforts to bear on the most pressing problems.

Additionally, it is felt that a major objective must be the linking of research and production, as only in this way can the implementation gap be bridged.

The frame of responsibilities

While the specific responsibilities of the "nucleus" will vary according to subject areas, the reactions of ~~the~~ Governments suggests that the general responsibilities would include:

- formulating, designing, and implementing the co-ordination activity based on assessment of (as appropriate) the legal, administrative, organizational, operational, manpower, financial and other implications involved;
- defining clearly the scope of the activity and the relationship between its different components and their functioning;
- promoting and advising the development of the particular co-operation activity at the national and sub-regional level;
- co-ordinating the different sub-activities as they develop so as to advance gradually to a coherent system of co-operation;
- serving as a "clearing house" in any areas where necessary which are essential to the CDCC Work Programme, and where no national infrastructure exists.

An essential element would be the activity of the "nucleus" in identifying the extent of the national capacity which each government is willing to have working at the disposal of the sub-region, and in combining these for the mutual benefit of the countries. Conversely, the function of identifying deficiencies at national level which can be supplemented by inputs from the sub-region is no less significant.

Specific applications of the model

Most of the general characteristics and responsibilities that have been outlined are reflected in the proposed Statutes

for the Caribbean Council for Science and Technology (CCST).^{4/} Those statutes also include the specific attributes which the Experts (both national and international) and Officials of Governments consider to be necessary for regional co-operation in science and technology. In the understanding of the Secretariat, the exercise can be taken no further by the technicians, and what remains now is for the machinery to be put into operation. For this CDCC approval, and also directives of the Governments are necessary.

Similarly, the structure outlined for the Caribbean Information System incorporates along with the characteristics of the general model, the specific elements that are required for regional co-operation and information.^{5/} This is presented along with the Secretariat's recommendations for implementation. As with the CCST, the further steps forward require directives by the Governments to the national bodies so they can activate the co-operation mechanism.

It would seem that this general model could be the basis for the Caribbean Council for Social and Economic Development, and also other areas of regional co-operation that need a strong national institutional base. In some subject areas, the co-operation mechanism will require the designation of the national institution in one of the countries as sub-regional focal point, which choice might be determined by infra-structural requirements and availability.

The need for an infrastructural focal point over a range of subjects was foreseen by the CDCC as early as the second session when proposals were tabled for the establishment of Caribbean

^{4/} Document E/CEPAL/CDCC/47

^{5/} Document CEPAL/CARIB 78/6

Centres to cover a range of subject areas. ^{6/} Though there were some variations as to proposed structure, there was the common element of a network of national bodies and sub-regional focal point. In most of these cases the proposal was based on the development of a national institution so that it would serve sub-regional needs.

Exploring the possibilities of such an arrangement, Officials of one member Government have already discussed with the Secretariat a scheme for regional co-operation in the establishment of Caribbean-wide institutions. The scheme consists in hosting, in a given country, the headquarters of a regional venture, and in including on the staff all personnel already employed in homologous national institutions. Financial resources engaged in these national institutions could be aggregated to form counterpart funds for negotiating sub-regional and international assistance. Such assistance could then be invested, not in paying honorariums, but in fulfilling the substantive activities of the regional venture. In the case of a Caribbean research centre for instance, the funds originated from regional and international donors would be utilized mainly for carrying out research, seminars, training and

^{6/} Creation of a Centre for the Teaching of the English, French and Spanish Languages, and for Cultural Research on the countries of the Caribbean;

Establishment of a Personnel Training Centre for the Development of Coastal Resources;

The establishment of a Regional Centre of Improved Genetic Material for Agricultural products;

Creation of an Institute for Research into the use of sugar-cane and its by-products for the production of food, meat and milk, fuels and fertilizers in the Caribbean region;

Regional Centre for Restoration and Microfilming for the Caribbean and Central America;

The creation of a Caribbean Institute for Mineral and Hydrocarbon Resources.

for publications. The Work Programme for the Centre would be agreed upon at regional level and would complement national work programmes, so the combined effort would involve participation of all related research staff in CDCC member countries. Research could thus cover the circumstances of all CDCC member countries and the exchange of research results, ideas and experiences could be maximized.

In addition there are those cases where there is already the expressed interest of a Government to host the sub-regional centre although no substantial national infra-structure exists. In these cases the establishment of the facility would serve as a developmental pole for the host country, in addition to the benefits that would derive for regional co-operation.

Finally, there are areas where the prime requirement for regional co-operation at this time is the provision of a forum for consultations, the exchange of ideas and experiences, access to quantitative and qualitative data, the interchange of technical materials on methodology and documentation, and the programming of training activities. The recommendations from the First meeting of Planning Officials ^{7/} reflect the need for this type of approach as a basis for facilitating more co-operative and convergent actions in the sub-region. The decisions of the Ministers are also sought on these recommendations, so that they can be implemented.

^{7/} Section VI of document E/CEPAL/CDCC/49/Rev. 2 "Report of the First Meeting of Planning Officials in the Caribbean".

IV

STRATEGY FOR IMPLEMENTING THE CDCC PROGRAMME

Applying the parameters

It would be evident from the actions outlined in sections (II) and (III) that there has been very close adherence to the parameters set by the Governments, which are detailed in section (I) according to the considerations from which they derived. In various respects, the CDCC orientation is different from the technical assistance approach normally adopted in the UN system. Nevertheless it has been found that many of the UN bodies have been able to adapt their operations so as to respond to the CDCC programme.

The contrast lay in a measure of departure from the normal cycle of: exploratory mission-preparation of project request-submission of project to funding body-approval of project-selecting and fielding the team for implementing the project, to the more pragmatic approach of identifying the available local facilities for realising the objective and devising the suitable mechanisms for putting it into operation. There are within the CDCC programme many sectors that require the traditional approach, but these are fewer than the areas in which direct action can be taken. Preparatory studies are unavoidable, but they should not all be seen as leading to the traditional type of project.

The experience of the Secretariat has confirmed the validity of the parameters. The slow pace of the programme is not attributable to the parameters, but rather to the limited resources available for preparatory work in defining suitable regional co-operation mechanisms. All the priority items that have been mandated are of a nature that require preliminary studies and surveys as the initial step towards the formulation of recommendations on the specific actions that Governments may take for implementing the objectives of the CDCC. In those few cases

where the resources ¹⁶~~in~~ the Secretariat have permitted, the Secretariat has itself in collaboration with the Government Officials and inter-governmental bodies, initiated the preparatory phase. The most notable example of this was the creation of the Caribbean Documentation Centre at the CEPAL Office for the Caribbean early in 1977, to provide the base for developing the information interchange that is an essential starting point for regional co-operation.

The Present resources

Most frequently the Secretariat has had to select from the ordering of priorities, in consultation with the Governments, some of the items which were considered could result in early specific actions. The Secretariat then prepared a short outline identifying some specific preparatory tasks which were refined in discussions with other UN bodies into the joint proposals submitted to the CDCC. After receiving authorization of the CDCC, the preliminary surveys and feasibility studies have been undertaken by the Specialized Agencies either in collaboration with or in consultation with the Secretariat. The next step has been to have the outcome of each study examined in its technical aspects by a working group comprising experts from the Governments, the Specialized Agency concerned and the CDCC Secretariat. On the basis of this examination by the working group, specific recommendations are formulated for submission to the Governments for implementation.

As mentioned in Section (II), this approach has been supplemented by identification in the global programmes of UN bodies of specific activities which coincide with elements of the CDCC programme, with the field work being done by an Agency-designated expert or consultant. Wherever it has been feasible, local expertise has been employed by the Agencies to prepare the technical studies after determining the views of the Governments.

A consequence has been that the pace of development of the CDCC programme has been determined not so much by time-tables the

Governments may consider desirable, as by the availability of resources forthcoming from the UN system, especially the Specialized Agencies and the UNDP. The resources in the CEPAL Office for the Caribbean are few, and it still has no funds to commission consultants directly, or to cover the costs of experts for attendance at meetings and working groups.

As regards inputs from the Governments themselves into the preparatory work, it would be recalled that the proposals by the Secretariat for the establishment of working groups of Government officials to assist the CEPAL Caribbean Office were approved by the CDCC. Most Governments have designed officials to liaise and to assist with the location and transmission of basic data to the Secretariat; but so far there have been only two instances where these officials have been able to meet as a working group to determine the specific recommendations that should go forward to the Governments. The funding of travel costs and per diem continues to be an obstacle. Further, there are great difficulties in providing interpretation and translation services for the meetings of inter-governmental groups, particularly as there are not these services available within the Secretariat, and Governments have not provided them as part of the facilities in hosting meetings.

Inputs from Governments

These difficulties need to be overcome if the pace of implementing the CDCC programme is to be accelerated. One means might be for more of the preparatory work to be undertaken within the Governments themselves. This could be achieved if Government-designated consultants and officials could be assigned specific studies or parts of them, to be done in collaboration with the Secretariat and the Specialized Agencies. A corollary is that subjects could be allocated according to the availability of specialist expertise within the countries. The resulting study could then be considered by the countries collectively to

determine the mutually acceptable specific actions to be implemented.

The technique that individual countries prepare their own views and send them to the Secretariat for consolidation has resulted in very poor response. This technique could however, be used successfully if Governments made the necessary commitments and arrangements for the preparation of national papers within some pre-determined time frame. The available inputs from the UN side could then either be distributed over a wider range of CDCC activities, or be concentrated more intensively on a few selected ones to achieve an accelerated pace of implementation.

A third possibility is that Governments could agree to assign on short-term basis, from time to time as needed, one or two of their experts to assist the Secretariat in the conduct of preparatory studies. This may require specific provisions in national budgets to defray expenses of travel and per diem of the experts.

Inputs from UN bodies

As regards augmenting the assistance obtained from the UN system, so far not much has been achieved in the way of action by the Governments at the governing bodies of the Specialized Agencies and other UN bodies to effect inclusion of CDCC projects in their programmes and budgets. Action of this kind could result not only in increasing the level of resources, but also could bring more into focus of individual agencies, the need to view the CDCC group as a coherent entity. This aspect has implications for their treatment of TCDC projects in the Caribbean sub-region.

The CDCC decisions to pursue technical co-operation within a framework of mutual assistance pre-dated the UN global decisions on Technical Co-operation among Developing Countries (TCDC) by nearly three years. Nevertheless, the Buenos Aires Plan of Action in the statement of its Objectives and the wording of its Recommendations are not just similar to the Constituent Declaration and Work Programme of the CDCC, but are in large parts identical. The CDCC activities therefore, fall very clearly within the TCDC

frame, and accordingly the Governments should also consider the mobilization of resources in that context.

Recommendation 38 of the Buenos Aires Plan of Action titled, "Financial Arrangements for Technical Co-operation Among Developing Countries" points out that although financing of TCDC activities is primarily the responsibility of the developing countries themselves, nevertheless, there is need for developed countries and the UN System "to support these activities financially, without prejudice to the decision-making control by the developing countries of these TCDC activities". It invites particular attention to sub-regional activities and to the particular constraints faced by least-developed, island developing, most seriously affected developing countries, and newly independent countries, all of which categories are represented within the membership of the CDCC. It also provides that funding bodies should make special efforts to finance TCDC projects and activities; that the developing countries should consider earmarking a percentage of their Indicative Planning Figure (IPF) of UNDP at national level for financing TCDC projects at the bilateral and sub-regional levels; that all organizations in the UN System should allocate an increasing proportion of their resources for TCDC activities and projects; and that they make special efforts in respect of the above classified developing countries.

There still remains the question of increasing the resources available within the CEPAL Office for the Caribbean which serves as Secretariat to the CDCC. The decisions on this at Santo Domingo which were endorsed at the CEPAL XVII Session in Guatemala, the further decisions at Belize representations and the resolution at ECOSOC, have not resulted in any increase. The limitations on the resources of the Office are acute at every level, and has effectively prevented the undertaking of various priority assignments.

Activating regional co-operation mechanisms

While the foregoing has focused on the preparatory surveys

and feasibility studies, it is equally important that similar attention be given to the phases following the approval for establishing specific mechanisms for regional co-operation activities. Implementation of the Statutes for the Caribbean Council for Science and Technology and also the recommendations of the Planning Officials, to quote but two examples, will require some resource inputs from the countries themselves and from the UN System, in the initial stages. Once the regional co-operation mechanisms are operational their resource needs should be met within the agreed framework for their activities. It would be recalled that conforming to the guidelines given by the Governments, the model for regional co-operation mechanisms places the main emphasis on the national institutions with only the essential regional super-structure.

In some cases, establishing the regional co-operation mechanism requires further inputs of specialized expertise. Implementation of the decisions on the language barrier is an example of this. The stages that have been gone through were: survey and feasibility study by UNESCO consultant; consideration of the findings and recommendations at meeting of Experts on the Removal of Language Barriers; and the decision of the CDCC third session on a short-term plan covering (i) exchange of information on needs and available resources of the member countries; (ii) organization of sub-regional and national workshops on modern approaches to the teaching of foreign languages; (iii) preparation of a sub-regional course for the training of a pool of Caribbean translators/interpreters. The specialist input now required is Consultant services.

Mobilising resources

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

- the assignment of specialist experts assistance

where necessary, to the Secretariat;

- ensuring that national budgetary provisions cover essential expenses for their experts and officials to participate in meetings and working groups;
- making representations at the level of the Governing bodies to ensure that provisions are made in programmes and budgets of the various UN bodies in support of CDCC activities;
- utilizing fully the facilities that can be provided under TCDC programming;
- earmarking some portion of national IPF for implementing aspects of the CDCC programme (even if only five percent);
- pursuing the possibilities within the UN for augmenting the resources within the CEPAL Office for the Caribbean which serves as the Secretariat to the CDCC;
- identifying the national resources that are to be combined in establishing the mechanisms that are necessary for implementing the regional co-operation exercises.

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

As regards the UN System, a point that should not be overlooked is the extent to which the identification of priorities by the CDCC is increasingly providing guidance for extra-Caribbean institutions.

