

# MINDOO'S INNINGS ENDS AT THE M P PARK

A SPORTING LEGEND LAID TO REST AT THE GROUND NAMED AFTER HIM

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# PUBLIC SECTOR MODERNIZATION

**FEATURE ADDRESS BY DR. JAMES FLETCHER, CABINET SECRETARY, AT A MAY 10TH WORKSHOP  
HOSTED BY THE GOVERNMENT OF ST. LUCIA AND CARICAD**

**I wish to apologize for the absence of the Prime Minister, who cannot be with us today because of commitments that have taken him to Spain and Vienna.**

When the Prime Minister asked me to deliver the Feature Address on his behalf, I instinctively turned to my copies of The New Public Management – Improving Research and Policy Dialogue, by Michael Barzelay, Radical Reform of the Civil Service, by Stephen Condrey and Robert Maranto, The New Public Service, Serving not Steering, by Janet V. Denhardt and Robert B. Denhardt, and Administrative Reform in Developing Nations, by Ali Farazmand, among others, to place my address within the proper theoretical and philosophical framework.

However, I was not too far into conceptualizing my address when I decided to abandon that approach and speak to you, instead, about the modernization of the Public Service that I know and in which I work in Saint Lucia; a Public Service that I am sure is not different to the one in which most, if not all, of you work. So, Mr. Chairman, today I will speak about the shortcomings of the public service in which I work and the modernization imperatives facing that institution.

## Streamlining the Work of Cabinet

Let me start my address by focusing on what I believe is the first fundamental flaw of modernization approaches in the Caribbean – modernization very often starts from the bottom up and does not also start at the top, where it should. It is my firm belief modernization of the public service must start with that the ultimate policy and decision making body in the Public Service – the Cabinet. Cabinet articulates and defines the policy environment within which the public sector must operate. It is expected to provide overall management of the various agencies in the public service and establish a forum for the chief policy makers in these agencies to meet regularly and establish synergies in the operations of their Ministries. Cabinet should be a body where policy proposals are researched before they become a decision of Cabinet, and monitored and periodically evaluated after they are put into effect.

Sadly, however, Cabinet often finds itself pre-occupied with mundane activities, such as determining which private sector companies get concessions and the extent of these concessions, how many and which public servants get Study Leave with Pay, and which company or individual is eligible to receive

an Alien's Landholding License. The reluctance to devolve the decision-making process in areas such as these to the line ministries means that over fifty percent of the time of the ultimate policy making body in the country is spent deliberating on routine matters that impact relatively minimally on the viability of the country. Therefore, Mr. Chairman, the first step in public sector modernization must start with the operations of the Cabinet of Ministers. Cabinet needs to devolve more authority to line ministries, and even more importantly, these ministries, in turn, must be willing to take greater responsibility for decision-making.

In Saint Lucia, we have started this process by strengthening the policy research and dialogue functions of the Cabinet Office. The appointment of a Cabinet Policy Analyst two years ago, and the recent activation of a Cabinet secretariat position with responsibility for the monitoring and evaluation of Cabinet decisions, are both steps aimed at enhancing the policy assessment process. However, there is still a serious need for the streamlining of the functions of Cabinet so that it spends more time developing, defining and articulating policy and less time dispensing concessions and study awards, and this is an area where an organization like CARICAD can carve out a niche for itself.

## Review of Organizational Structure

The second area on which I would like to touch is that of the structure of the public service. In Saint Lucia, despite a restructuring exercise that may be of more recent vintage than that which obtains in other jurisdictions, we still have Ministries whose organizational structure constrains them from functioning efficiently and responding effectively to the needs of their clients. The presence of rigid, one-size-fits-all structures comprising Permanent Secretaries, Deputy Permanent Secretaries, Assistant Secretaries, Accountants, Administrative Assistants, Senior Executive Officers, etc., regardless of the role or responsibility of the Ministry sometimes militates against the effective operation of the agency. We must recognize that the clients that some agencies have to service are changing, the needs are evolving, and the environment in which they are operating is becoming more complex. Therefore, the structure of the agency must be allowed to change, if necessary, to adjust to these transformations.

## Enactment of Public Service Legislation

Another area desperately in need of attention is the legislative environment

within which the Public Service operates. In many instances, and Saint Lucia is a prime example, we have Staff Orders that are expected to govern the behaviour of Public Officers. These Staff Orders, however, are dated and consequently, conspicuously silent on a number of critical issues. For example, and this is a matter that unfortunately I have had to deal with very recently, the Staff Orders are silent on issues of Sexual Harassment and provide no guidance in dealing with a situation where a female employee feels threatened or violated as a result of unsolicited and unwelcome sexual advances by a co-worker or supervisor. Surely, this glaring deficiency cannot and should not be allowed to continue. The Staff Orders are also mute on the use of technology in the work place. Therefore, the inappropriate use of a computer, cell phone, PDA, or any device of recent technological vintage is unaddressed in Staff Orders. The Staff Orders also prescribe boundaries for the involvement of public officers in political activity, but these prescriptions are increasingly being honoured more in breach than in observance, to the chagrin and discomfort of those who are charged with the responsibility to maintain discipline in the Public Service.

Consequently, we need to move to a situation where clearly defined Public Service Acts and Regulations govern the behaviour of public officers. I am aware that CARICAD initiated work in the development of a new Public Service Act, which I believe got as far as the development of instructions to drafters. In Saint Lucia, we have used this initial effort and draft Public Sector legislation produced by our Prime Minister in a former life to develop a draft Public Sector Act. I would strongly recommend that other Governments move speedily in this direction.

## Improved Performance Management

Mr. Chairman, the issue of performance management is one that concerns me greatly as a public sector manager. I find it inconceivable that an administrator can be asked to manage an agency with such poor and sometimes non-existent performance management tools. Every successful management system must operate with a system of rewards and penalties. Sadly, the Public Service appears to operate with only a system of rewards. Even more distressingly, the scores of quiet, unassuming, hard working public officers are seldom the ones who are rewarded. That benefit often falls to the louder, self-aggrandizing, credit-grabbing officers who know just



**Dr. James Fletcher**

where to pitch their claims.

Our system of assessing the performance of our public officers does not lend itself towards the modernization or improvement of the public service. Public Officers are often evaluated using a static and sometimes irrelevant instrument that does not assess their ability to carry out the myriad responsibilities of their position. When you compound this with an obvious reluctance among many Public Sector managers to give a less than favourable assessment of their subordinates, the result is a situation where almost everybody is above average or exceptional.

We cannot continue to run a Public Service where under-performing or incompetent Public Officers are not only sheltered by their managers and the system, but are masqueraded as above average or exceptional. We must find a way to deal with incompetence and inefficiency in the Public Service. Sadly, in Saint Lucia, the way in which we have often dealt with this problem has been to transfer the officer out of the Department where he or she is underperforming into another. In almost every case where this has happened, and I know of quite a few examples, the situation has not improved, and in some instances it has worsened. Incompetence should not be transferred, it should be dealt with. Our inability to address this situation is having a demoralizing impact on the many Public Officers who strive to perform at a high level every day, and is perpetuating the inaccurate perception that persons on the outside looking in have of the Service.

*Continued on page 7*

## UK SUPPORT FOR PITONS WORLD HERITAGE SITE

**The British High Commission has agreed to fund a Capacity Building and Information Sharing through Networking Project between the Pitons Management Area and the Jurassic Coast World Heritage Site in the UK.**

The project aims to build on links already made between the Pitons Management Area and the Jurassic Coast World Heritage Site through a series of exchange of personnel and sharing of information and best practice. Among the activities planned are familiarisation tours of the two sites, workshop sessions on emerging issues and stakeholder meetings to address areas of concern. It is expected that the exchanges will provide the basis for the development of a Memorandum of Understand-



**The Pitons**

ing and twinning arrangement between the two sites. It is also hoped that the surrounding communities of the Pitons Management Area will feel the eco-

nomic benefits of sound environmental management of the site.

The Dorset and East Devon Coast (Jurassic Coast) was inscribed as a

World Heritage Site in December 2001. The 95 miles long coastal site comprises a near-continuous, accessible sequence of Triassic, Jurassic and Cretaceous rock exposures representing almost the entire Mesozoic Era, together with outstanding geomorphological features such as landslides, a barrier beach and lagoon, cliffs and raised (fossil) beaches. The site is of unique historical importance to the founding of geology and geomorphology and is at the forefront of modern earth science research.

Resident British Commissioner, Mr Kelvin Green, will make the presentation of just over EC\$30,000 to Mr Henix Joseph, Manager of the Pitons Management Area on Tuesday 16 May at the Offices of the British High Commission

# New Telecoms Company to Provide 400 Jobs

**T**he National Development Corporation (NDC) on May 3rd, formally welcomed to St. Lucia the newest company on the private sector landscape, the Jamaica-based e-Services Group International.

Chief Executive Officer of the NDC, Mr. Wayne Vitalis, said "the NDC has been steadfastly pressing on from the initial contact made with the company two years ago."

Mr. Vitalis said their efforts "have borne fruit" and there is "physical proof" that the new company is now busy establishing itself here.

According to Mr Vitalis: "As we speak, refurbishment work has commenced on the former Cimpex Building at Massade in Gros-Islet.

"Contractors are busy knocking down walls; electrical contractors are busy pulling up wires in preparation for the reconfiguration of the office layout.

"I'm excited too because it is not just a question of providing jobs for St. Lucians; it's about providing sustainable jobs."

The NDC official said the company "is in the process of recruiting 120 persons initially, with hundreds more to be employed during a second phase of recruitment." In fact, the company hopes to employ some 400 employees when it's in full operation.

The employment opportunities being offered by e-Services, Mr. Vitalis said, "dovetail wonderfully with other initiatives that underscores government's commitment to alleviating poverty and the plight of young persons in society."

Said Vitalis: "In the last budget debate, some of you no doubt would heard government's commitment to encouraging investment in the telecommunications sector in St. Lucia.

"Having made tremendous investment and also having nurtured the en-

vironment for the development of our telecommunications infrastructure, we are pleased to have this new well connected and reputable Jamaican firm set up shop here."

The Chief Executive Officer of e-Services, Mr. Patrick Casserly, has disclosed that the company will initially invest one million US dollars just to get off the ground in St. Lucia.

The company official, who visited the island for a first-hand look at how things were progressing, said his company has a very credible track record and that the public was free to conduct



**Press Conference at the launching of the e-services Group International in St. Lucia. From left to right: CEO of the company, Patrick Casserly, Wayne Vitalis CEO of NDC, Troy Cotton, Accounts Manger, e-services Group and John Emmanuel, Communications & Special Events Officer, NDC**

ployment by early July- that means handling customer service calls. We're also hoping to have 300 to 400 people employed by Christmas."

Mr. Casserly provided further insight into the company's operations. He said: "e-Services is not a telemar-

ket of persons who leave us annually -- is under ten percent. That's not usual for this industry, because, unlike many other companies, we don't do tele-marketing and we don't do debt collection. Actually, we don't call people. They call us."

## Patrick Casserly Invests In People

**THE LEADING player in Jamaica's call centre industry, Patrick Casserly, chief executive officer of e-Services Group International, credits a major part of his success with the company to his commitment to investing in its people. E-Services Group International is an information technology based company that provides back office work such as ad placement and customer care to major corporations in the United States. It operates 365 days of the year from 7:00 a.m. to 11:00 p.m.**

"You have to invest in the people, that is the asset of the company you could have all these buildings, all the technology in the world but if you don't have people who are ready and willing to answer the calls you have nothing," he said.

"In the United States the call centre industry is built on churning staff, churning staff means that they probably have 70-80 per cent attrition every year. At e-Services I took a different approach. I said OK we are going to provide quality employees and how you do that is to retain them over time. So some of my very first employees, hired six years ago in the first 35, are still with us today and we have less than 10 per cent attrition per annum."

Noting that the only way to achieve and maintain a single digit attrition rate in any company is "through taking measured steps in ensuring that the primary asset of the company, which is its people, is protected," Mr Casserly has implemented several programmes to keep his employees motivated. From flexible work hours to free health and

life insurance to Internet access in the cafeteria, management has thought about it.

A graduate of the University of North Carolina, in the United States, where he read for a bachelor's degree in economics, Mr. Casserly first worked as a sales manager then sales agent/operations manager for a large computer firm in the U.S. before returning to Jamaica. A self proclaimed child of the 70s, Mr. Casserly credits his drive to his parents, who taught him humility, his preparatory school teacher Daphne K. Vidal Smith for her strong sense of discipline, high school teacher, father George Farrell, who taught him the importance of thinking through problems and Michael Manley who engendered in him a strong sense of nationalism.

their own background checks via the world wide web.

According to Casserly: "e-Services Group (St. Lucia) Limited is a Saint Lucian company now. It's owned by Jamaica e-Services Group (Jamaica) Limited. We also intend to have 120 persons, all starting employment by June 1, 2006 to be in productive em-

keting company; it does no buying or selling, but it is a customer service provider, willing to provide decent packages to workers who will be trained to provide an excellent service to international customers.

According to Casserly: "This is not your normal call centre business. Our attrition rate -- which is the number

Mr. Casserly said most of the phone calls that the Listener Care Representatives will handle will be from clients in the United States.

e-Services Group International have already staged two major Job Fairs here on May 13 and 14 at the Bay Gardens Hotel. Two other fairs will take place this weekend, on May 20 & 21.

## Saint Lucia's diplomatic mission in Cuba upgraded

# 1,800 Benefit From Cuban Eye Care Programme

**S**aint Lucia's Diplomatic Head of Mission in Havana, Senior Foreign Service Officer, Mr. Peter Lansiquot, says the Miracle Eye Project of the Government of the Republic of Cuba, continues to perform wonders for Saint Lucians of all walks of life.

Since the inception of Project activities for Saint Lucian patients on August 31, 2005, to date nearly 1,800 Saint Lucians have received specialized medical treatment under the Project, in a variety of areas including pterygia, cataracts, glaucoma and strabismus.

As of Wednesday, 26 April this year, Mr. Lansiquot estimates, the Miracle Eye Project had saved Saint Lucians the massive amount of 17 million Eastern Caribbean dollars.

In his calculations to arrive at that

figure, the Saint Lucian diplomat considered the costs of accommodation, meals, international transportation, local transportation (inside Havana) and surgery, all generously subsidized by the government and people of the Republic of Cuba.

Mr. Lansiquot has informed that his calculations were quite conservative, suggesting that more realistic figures including costs of medication, that were left out of the analysis, could bring the real savings for Saint Lucians under the Miracle Eye Project to date well near the 20 million dollar mark.

The Project continues to bring hundreds of Saint Lucians into Cuba every month, and on Thursday (May 11), ninety nine (99) more Saint Lucians arrived in Cuba, of that figure 4 being children.

With the continuing heavy demand for Project assistance by Saint Lucians, a second hospital, the Pasacaballo Hospital, has now been provided by the government of Cuba to care for Saint Lucian patients in the province of Cienfuegos, about 150 miles from Havana.

Saint Lucian patients in Havana are accommodated at the Marina Hemingway Hospital, located at the Hemingway Marina, named in honour of the world renowned writer, Ernest Hemingway, a historic friend of the Cuban Revolution.

These facilities are hotels that have been converted into hospitals by the government of Cuba, to provide accommodation and medical attention for patients from many countries.

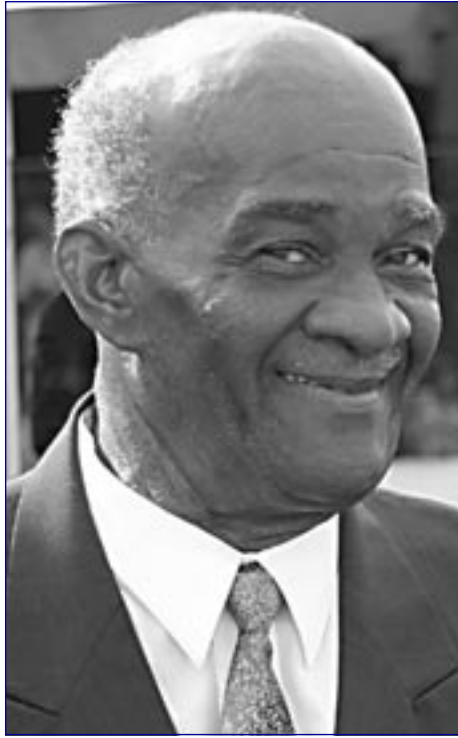
All activities and inputs of the

Government of Saint Lucia under the Miracle Eye Project are coordinated and managed by the Embassy of Saint Lucia in Cuba, under the direction of Head of Mission, Mr. Peter Lansiquot.

Since Mr. Lansiquot's arrival in Cuba in February last year, and with the active assistance of the Minister of External Affairs, Honourable Petrus Compton and the Permanent Secretary of the Ministry of External Affairs, Mr. Cosmos Richardson, Saint Lucia's diplomatic representation in Cuba has been significantly upgraded.

The former Consulate of Saint Lucia has now been upgraded to a fully-fledged Embassy of Saint Lucia in Cuba, and is now located in one of Havana's most modern and technologically efficient buildings, one floor beneath the Embassy of Japan.





Stanley French

I am here to celebrate the life of a man who, in my view, is one of the most remarkable St. Lucians of our time. His is a life to which I have paid special attention to the extent that I have shared my thoughts and

# FRANCIS MINDOO PHILLIP - A LEGEND

## EULOGY DELIVERED BY STANLEY FRENCH AT THE THANKSGIVING SERVICE CELEBRATING THE LIFE OF FRANCIS MINDOO PHILLIP AT FRANCIS MINDOO PHILLIP PARK ON MONDAY, 15 MAY 2006

Mindoo attended the St. Aloysius Roman Catholic Boys School on Brazil Street from about 1934 to 1944 where he was introduced to cricket and football at the level of inter-school competition. On leaving the R.C. Boys School, he took up an apprenticeship in carpentry, his father's trade, at the Public Works Department. He gave up the apprenticeship because he was attracted to sporting activity in which teachers and others found that he displayed early talent. Also, as he once told me, he decided that his carpenter's tool box was too heavy to carry around.

and moved nearer home to New Park Cricket Club, formed in 1950 by the late Charles Augustin who recruited several talented under-privileged youngsters from the Marchand area. He spent the rest of his career with New Park which for several years was the pride of the Marchand area and the dominant cricket club in the island. Mindoo was a social force. When he went to bat in local club cricket and major tournaments at home or abroad, St. Lucians paid attention to his presence at the wicket, whether they crowded this Park or were glued to their radios. As the late journalist, Mr. Edward Rock, once reported in his Herald newspa-

pers, he was the island's most knowledgeable technician in the preparation of cricket pitches and sports grounds, a trade which he learned in the Marchand area in which or close to which he lived for most of his life. His wife once told me that his daughter was considering registering him on a medical programme in Canada which would require that he lived in Canada for six months of the year. My response to her was brief. I asked: "Who will get Mindoo to stay away from Marchand for six months of each year?" And I heard no more about the matter. My friendship with Mindoo began in cricket from 1954 during my collegiate

A cricket enthusiast informed me that I have been trying to immortalise Mindoo by my writings. If Mindoo is immortalized, in the sense that we ordinary mortals understand that word, it will be as a result of his achievements and I have no doubt that he has a permanent place in the social history of St. Lucia. When outstanding Caribbean cricketers are listed, Mindoo is the only St. Lucian on that list. But as a poet tells us: "..... there is no competition - There is only the fight to recover what has been lost and found and lost again and again....." It is noteworthy that Mindoo emerged in the late 1940s. It was a period of

which is August 7. Being a masters' tournament, it features players who have formally retired from the game. A significant aspect of the event is that it is funded predominantly by St. Lucian individuals and companies who have held him in high esteem. As far as I am aware, he is the only St. Lucian who has made sports a home-grown occupation of a lifetime which he sustained here in St. Lucia despite several difficulties up to his death. It could have been no other way because sport provided the oxygen without which he could not feel fulfilled. Like our living Nobel Laureate, Mr. Derek Walcott, and the young should note, he

which he told me he initiated with two colleagues, Messrs Tony Albert and Carlos Southwell, has been running for some twenty years and involves about 17 teams, all from the catchment of Marchand - Ti Rocher, Independence City, Arundell Hill, Rock Hall and George Charles Boulevard, to name a few areas. The League is well organized, has been sustainable and seems to run itself, is strongly competitive and has brought great pride to the Marchand community. It is in the forefront of local sporting activities. I dare say that the League is an outstanding and unrecognized example of social welfare work in this country in that it continuously provides an outlet

his land and he loved it. He was comfortable with himself and his world and did not crave for anything else. I said that I am here to celebrate a life but I am aware of the grief which his passing has inflicted on his family and loved ones. One of the features of death by cancer is that it is prolonged and gives one time to contemplate one's mortality. From my observation of him during his illness, it seemed to me that during such a lonely and cold period, he was blessed with the warmth of his home and family. It is logical and fitting that he is being laid to rest under the umbrella of this imperial tree in this national hero-



A mourner views the body at the Cadet Pavillion



Taking the body to the field for the service



Mourners in the Side Stands at the Park



Prayers for Mindoo with Monsignor Patrick Antony



Michael Findlay (left), one of those who paid a tribute to Mindoo at the start of the service and Anselam Cauldron (right) who sang a beautiful song about Mindoo at the end of the service



Left to right, From Mindoo's New Park Cricket Club, Brian Calixte, who also paid a tribute to Mindoo and Julian Charles; at right Dennis James, President of the St. Lucia Cricket Association



Mourners in the Cadet Pavillion



Sportsmen doing the last lap of honour with Mindoo



Towards the grave site



findings in two essays, Francis Mindoo Phillip, A Portrait From Memory first published in 1979 and Come In, My Lords, Come In published in 2004. So I have said much about him and I expect that I will have more to say down the road. The Mindoo story is wide and long and deep. Francis Phillip was born on 7 August 1929 to Martha Polius, deceased, and Hewton Phillip. He could be excused for taking longevity for granted since his mother died on 11 July 2005 at the age of 104. His father migrated to Venezuela in Mindoo's youth and he settled there permanently.

He moved to doing odd jobs at this Park, then known as Victoria Park, and the Marchand Grounds. The name Mindoo began as a popular nickname which he later officially adopted as his middle name. From my very early years, I remember hearing Sam Polo, one of the popular characters roaming the streets of Castries, strumming his guitar and singing: Aaahh Mindoo, Aaahh Mindoo, Aaahhh Mindoo, Ous doux konh sah. Recently, I appropriated these lines as the chorus of a calypso which I wrote on Mindoo. He began his local club cricket with the Hollywood Club in the late 1940s

per in 1959, Mindoo's cricket prowess earned him "almost hero worship." This Park which bears his name is an apt monument to him because for about a century it has been the principal venue for sport in St. Lucia, particularly for cricket, the game through which he dominated this Park in a manner and to an extent which remain unrivalled in its history. This Park is apt for the additional reason that it is located in the Marchand area adjacent to its sister playing field, the Marchand Grounds. Mindoo was a Marchand man to the bone and can be considered Marchand's special gift to St. Lucia. For several

years when we were on opposing teams, he for New Park Cricket Club and I for St. Mary's College. We played briefly together on the national team. He was then at his peak period as a batsman. For a long time, I have stated that as a St. Lucian there is something about Mindoo that I must come to terms with. Not merely to bear witness to what he represented and achieved but to assist in understanding and defining my own identity. A literary critic stated that I have a reverence for Mindoo with which I have no difficulty if reverence is taken to mean, not pietism, but an immense respect for his untutored genius.

widespread political ferment in St. Lucia and other English speaking Caribbean islands which resulted in the birth of labour movements and released strong nationalist aspirations leading to the attainment of adult suffrage about 1948 and Caribbean people's self assertion. It should not be surprising that, in recognition of his sporting and social significance, a group of us decided to establish a meaningful event in his honour in 2003, The Mindoo Phillip Masters Cricket Match. It is a permanent event on the island's annual sporting calendar and is held on the Sunday nearest to the anniversary of his birth

pursued a career in what he knew best. If I dwell on his cricketing prowess, it is only because that is what I witnessed. However, several persons recall his football ability, especially as a goal-keeper. On retirement from cricket, Mindoo was a groundsman, football referee, a national cricket coach for both male and female players, umpire and selector, and a President and Vice President of the St. Lucia Umpires Association. But the greatest achievement during this retirement may be the Marchand Football League which is his brainchild and of which he was the President. The League

for the energy of the youth of the Marchand and community. Mindoo loved life. An aspect of his personality which I enjoyed very much was his feel for the Kweyol language. All who knew him will attest to his great wit, wonderful sense of humour and imaginative reservoir of metaphors. Very often, his way of seeing was expressed by metaphors drawn from the game of cricket. I always saw him as a man who walked this land with a certainty of possession, knew every blade of grass and every nook and cranny in it and lived its rhythm. In short, that it was

tage site for St. Lucians, a venue where he was dominant in several aspects of sport and which he nurtured, sometimes single-handedly, for so many years. I end by repeating what I have repeated since 1979: "Francis Mindoo Phillip I regard as a hero of my time, a man whose life reaffirms one's faith in the essential creative human spirit, a man who like Derek Walcott, Garfield Sobers and D. H. Lawrence, novelist, broke out of their class and national confines through sheer genius and single-mindedness of purpose." I will miss him immensely but always with a host of pleasant memories.



# Third CARICOM Spain Summit Productive As Spain Contributes To CSME's Regional Development Fund

**C**ARICOM leaders have expressed satisfaction at the outcome of the Third Summit between Spain and the Caribbean Community as did Secretary-General His Excellency Edwin Carrington who described the meeting as the "most productive and valuable of all." Spain's Prime Minister Mr Jose Luis Zapatero at the closing press conference said the discussions were fruitful and friendly and earlier had expressed the hope that CARICOM would consider Spain a privileged friend.

Spain confirmed its warm intentions towards the Caribbean nations when it announced an offer of assistance to establish the Regional Development Fund which is a key element of the CARICOM Single Market and Economy. Spain is also taking a first step towards joining the Caribbean Development Bank (CDB) by contributing to the Special Development Fund of the Bank.

Immediate past chairman of the Conference of Heads of Government of the Caribbean Community, Dr the Hon Kenny D Anthony, Prime Minister of Saint Lucia welcomed Spain's initiative and said he hoped discussions will be advanced to enable Spain to become a member of the CDB as soon as possible.

Spain also expressed its willingness to assist the Community in its approaches to the wider European Union (EU) with respect to the issues regarding banana and sugar. CARICOM's



**CARICOM Heads of Government and Foreign Ministers and Secretary-General H.E. Edwin Carrington with Prime Minister of Spain, the Hon Jose Luis Zapatero, on the steps of the La Manclao Palace, before the start of the Third CARICOM-Spain Summit**

lead Head of Government with respect to the issue of bananas, Dr the Hon Ralph Gonsalves, Prime Minister of St Vincent and the Grenadines, outlined the difficulties encountered by the region in its attempts to access in a timely manner the funds agreed to since 2001 under the Special Framework Assistance (SFA). The SFA is intended to help offset the dislocations in those countries suffering from the adjustment of the EU's banana regime as imposed by the World Trade Organisation (WTO).

Dr Gonsalves pointed out that though

the funds had been agreed to since 2001 and all the procedures asked for by the EU had been complied with, to date none of the funds had been disbursed. Dr Gonsalves also highlighted the extent of the environmental degradation caused by the farming of bananas and the need for resources to combat the problem.

The Hon Dr Denzil Douglas, Prime Minister of St Kitts and Nevis emphasised the need for the EU to maintain the level of assistance promised to the sugar producing countries affected by the EU's changes to the long-standing

Sugar Protocol. Dr Douglas pointed out that the original sum of 190 million euros had been diluted to 130 million and suggested that resources could be tapped from unallocated funds under the Ninth European Development Fund (EDF). The Prime Minister also insisted that the funding should be "front loaded" to expedite the required economic restructuring.

At the conclusion of the summit with Spain the leaders signed a Joint Declaration before departing for Vienna, Austria, where they attended the Fourth EU-LAC Summit which opened last Friday.



**C**astries, St. Lucia, 12th May 2006: The ceremonial hoisting of the first ever OECS flag and the unveiling of a new OECS Economic Union Treaty will be among key events when OECS Heads of Government, representatives of international development partners and other regional and international dignitaries return to the birthplace of the OECS, Basseterre St. Kitts/Nevis, in June this year to continue celebrations of the Organisation's 25th anniversary.

The Heads and other delegates will gather at the Eastern Caribbean Central Bank (ECCB) headquarters on the morning of June 21st for the ceremonial first raising of the OECS Flag, which was selected from among submissions by groups and individuals across the OECS region. The new OECS Flag will, from then on, be flown alongside flags of Member States at all OECS regional events.

## New Flag and Treaty as OECS 25th Anniversary Celebrations Intensifies

The new Economic Union Treaty is being created to guide the thrust towards an OECS Economic Union among Member States. It will replace the Treaty of Basseterre which established the OECS on June 18th 1981. Heads of Government have noted that the Treaty of Basseterre has served the OECS well, providing the basis for the establishment of a wide range of institutions and programmes through which the Member States have worked jointly for the benefit of the region's people. They have however decided that the pursuit of an even deeper integration of the Member States and the creation of a single economic landscape requires a new Treaty that speaks directly to an economic union.

The Heads of Government will, during the Opening Ceremony for their 43rd Meeting on the afternoon of June 21st, sign a Declaration of Intent, as a signal of their intention to implement the Treaty. The signing will be followed by an intensive year-long period of consultation with the people across the sub-region, before the actual Treaty is signed by the Heads.

While the Heads are in St. Kitts/Nevis, they will hold a meeting with the

representatives of regional and international development agencies which conduct programmes and projects in the OECS, including the Canadian International Development Agency (CIDA), the United Nations Development Programme (UNDP), the World Bank, the European Union, and USAID. This meeting is expected to drum up support among the agencies for the implementation of the OECS Economic Union.

The products and services of the business community across the OECS will also be on display at an exhibition which will be officially opened by the Heads on June 21st and run until June 23rd. Several outstanding OECS nationals in various fields of endeavor, who have contributed over the years to the region's development, will be officially recognized at a Gala Dinner and Awards ceremony on June 21st. The plenary and caucus sessions of the 43rd OECS Authority Meeting will be conducted on the 22nd and 23rd June at the Marriott hotel.

OECS 25th Anniversary activities are being held under the theme, "Building Through Integration, Building for Success: Youth and Community."



**The Current OECS Logo**

Several activities have already been held. These include a conference of Speakers and Presidents of OECS Parliaments, in St. Kitts/Nevis in February; and an ECCB Photographic Exhibition on the people of the OECS which was also held in February.

There are plans later in the year for an OECS Schools Art competition; an OECS Calypso competition, featuring the reigning calypso monarchs in Member States; the launching of an OECS Cultural portal, and a region-wide lecture/discussion series. Caribbean road runners will be brought together for the OECS 10k race in Nevis on the anniversary date of the signing of the Treaty of Basseterre, June 18th.

The OECS Member States are Antigua/Barbuda, Dominica, Grenada, Montserrat, St. Kitts/Nevis, St. Lucia, St. Vincent and the Grenadines, Anguilla and the British Virgin Islands.

# STATEMENT BY DR THE HONOURABLE KENNY D. ANTHONY PRIME MINISTER, SAINT LUCIA, ON BEHALF OF THE CARIBBEAN COMMUNITY AT THE OPENING SESSION OF THE THIRD CARICOM-SPAIN SUMMIT, 10-11 MAY 2006, MADRID, SPAIN

**M**r. President of the Government of the Kingdom of Spain, on behalf of my colleague Prime Ministers and other members of the delegation of the Caribbean Community, let me thank your government for the warm and excellent arrangements which have facilitated us in fulfilling the objectives of this our Third CARICOM-Spain Summit.

It has been a crowded programme but those arrangements and the friendly atmosphere which has surrounded us here, have certainly served to strengthen the historical, cultural and political ties between Spain and the Caribbean Community. As the Foreign Minister of Belize said yesterday in one of our discussions, after leaving Europe, Christopher Columbus first touched land in our region on an island in what is now one of our Member States! This is truly a new chapter in our shared history.

Yesterday was a truly historic day. It was capped by our meeting with Their Majesties, King Juan Carlos and Queen Sofia in a most informative and enjoyable session. This was a most fitting end to a day in which we were able to advance not only bilateral relations between CARICOM and Spain in the areas of trade, development, culture and business but also relations between CARICOM and the wider European Union and indeed the even wider Iberoamerican Community.

In those discussions not only were we able to set broad guidelines but we were also able to seek to deal with specific issues currently impacting on the social and economic development of our countries. These included the search for common ground to deal with the challenges posed by the recent treatment by the European Union

of some of the mainstays of our social and economic life. I refer here to the troubling issues of bananas and sugar in particular.

We also looked towards the restructuring and transformation of our economies in the context of the new globalised environment. In this regard the issue of support for the CARICOM Single Market and Economy was recognized as crucial. To that end Spain's and the European Union's financial and otherwise is deeply appreciated. We are particularly keen to tap Spain's knowledge and experience as we seek to ensure that equity is the heart and soul of our own Single Market and Economy.

Mr Prime Minister, we hope that Spain's membership of the Caribbean Development Bank will soon become a reality. In the meantime we appreciate the commitment given yesterday by your Foreign Minister, as a first step to that end, Spain's decision to contribute to the Special Development Fund of that institution.

We enjoyed the interaction and exchange with the Spanish private sector at lunch yesterday. We noted and welcomed their keen interest in expanding their investments in the Caribbean Community. We eagerly look forward to continuation of our dialogue and to its consummation in more widespread and diversified investment in the Community.

Of particular political significance was our common understanding and commitment to support the process of political and economic reconstruction of Haiti – the most recent member of the Caribbean Community.

The new seeds of democracy in Haiti must be allowed to germinate and grow without interference. To survive, Haiti

will require the financial and political support of all nations anxious to ensure it becomes a self sustaining economy.

On the broader plane we were also able to outline a framework for the way forward in our relations including the institutionalization of our interaction.

Apart from solidifying the gains of yesterday, we seek to set the stage for our future co-operation. In this regard we look forward to the meeting of the Joint Committee to be held in September in Jamaica.

Already emerging from your side are proposals for co-operation in the following fields: Internship programmes in the field of tourism, encouragement of alternative agricultural production to serve the tourism industry, restoration and preservation of cultural patrimony, social programmes, education programmes including expansion in the teaching of Spanish language.

In addition we have proposed pursuing our co-operation in the fields of: Integration, Fisheries Development, Disaster Preparedness and Mitigation, Micro and Small Business Development, and Export Promotion.

We also attach particular importance to the pursuit of a Regional ICT Agenda.

Mr Prime Minister, we in the Caribbean Community are looking forward enthusiastically to EXPO ZARAGOZA 2008, an event which is one of the fruits of our co-operation. We are particularly interested in the theme of the EXPO, Water and Sustainable Development, which is most apt for our Small Island and low-lying Developing States. There are experiences we are anxious to share with the wider world.

As migrant nations ourselves, we are keenly interested in the project, Alli-



**Prime Minister Dr. Kenny Anthony**

ance of Civilisations, jointly sponsored by your Government and the Government of Turkey within the framework of the United Nations. It is especially timely and relevant given the prominence of the issue of immigration on both sides of the Atlantic and its direct impact on our development prospects.

Much of our deliberations here on these issues will find resonance tomorrow at the upcoming European Union Latin America and the Caribbean Summit in Vienna.

Unquestionably, the Caribbean needs friends in Europe. We count on the support and understanding of Spain as we seek to advance our shared interests and agenda. Today, however, let us exploit the opportunity of our closer Spanish-CARICOM relationship to advance common positions to strengthen the historical bonds between our two peoples.

In closing allow me to reiterate the thanks and appreciation of the entire CARICOM delegation to the Government and People of Spain for the warm welcome and wonderful hospitality extended to us.

## PUBLIC SECTOR MODERNIZATION

*Continued from page 2*

### Need to Innovate

Another imperative that I would like to touch on in this far from exhaustive list is the need for innovation. Too often, Public Officers take the standard, uninspired and pedestrian approach in dealing with an issue. It boggles the mind to see a Public Officer employ a modus operandi to deal with a problem that he or she knows has failed to yield results in the past, yet goes along and does it anyway. The reason often being that the Officer is reluctant to try something different for fear of being blamed if his or her attempt does not succeed. Managers are also very hesitant to encourage innovation or risk-taking among Public Officers, again out of fear that they will have to take ultimate responsibility for a less than successful outcome. Change or modernization in any endeavour requires a level of innovation, risk-taking or entrepreneurship. Public Officers must be urged to adopt these characteristics and managers must encourage these traits whenever they see them. In every instance that I have seen of positive change in the Public Service in Saint Lucia, there has been

obvious entrepreneurship and innovation on the part of both the manager and staff. Unfortunately, we have become too comfortable with the 'cut and paste' approach to management and operation. We need to generate new ideas and concepts if we are to survive in an increasingly competitive regional and global marketplace. We must not be afraid to change and we must not shy away from initiating change, as long as that change is needed to improve the quality of our service delivery.

We cannot continue to quote the Singapore and the New Zealand models as if they are the panacea for all our ills. Neither should we expect success if we were to cut and paste those models, or elements of them, into our way of work and life.

We need to create a West Indian change model for our Public Service that recognizes our own unique attributes and norms, addresses our weaknesses, and builds on our many strengths. This is why I discarded my text books when I prepared for today's address. I am not suggesting that we re-invent the wheel but, to extend the analogy, merely that we understand that low profile tyres may be inappropriate for navigating our robust terrain or that snow tyres or chains may slow us down and stifle the creativity for which we are known.

### Developing Conflict Resolution and Negotiating Skills

Mr. Chairman, the modernization of the Public Service has inherent seeds of conflict that must be managed. Obviously, new ideas will compete with traditional norms, innovative processes will stand in opposition to outdated modes, and the agent of change will often be seen as a destabilizer, and a threat to a cozy and inefficient status quo.

In such a milieu, Public Officers who are charged with the responsibility for managing change must develop the skills of negotiation and conflict resolution, while remaining steadfast and resolute in their action. Senior Public Officers must, therefore, develop a high threshold for dealing with criticisms. They must be able to articulate the reasons for the decisions they have taken and the path that they are pursuing, while listening patiently to all contending viewpoints. However, they should not yield to any pressures to return to the status quo of inefficiency and ineptness. The public requires and expects a higher level of service delivery and the relentless pursuit of that goal should never be compromised.

### Conclusion

Mr. Chairman, I want to conclude by stating unequivocally that I am highly

optimistic about the future of the Public Service in the Caribbean. We have extremely talented and skilled Public Officers, many of whom are dedicated, hard working and conscientious. We also have a cadre of managers that is as good as or better than any equivalent group in the private sector. We need to create the environment in which such obvious talent can blossom and realize its full potential to work towards the betterment of our society. We need to address our inability to deal with the under-performing and inept and we must establish clear and unambiguous standards to govern performance and behaviour in the Service. Most importantly, we must streamline and modernize the operations of our highest decision-making bodies so that they may provide the policy direction and guidance required to mould the growth and development of the New Public Service. I am also hopeful that the New CARICAD will play an important role in helping to catalyse this exciting period of growth and development in our Caribbean Public Service, and I see this two-day Workshop as another step by CARICAD in the right direction.

It gives me great pleasure, therefore, to declare this Workshop on Public Sector Modernization open. I thank you.



# MINDOO’S LAST MATCH AT HIS PARK

They came in their great numbers at the Mindoo Phillip Park on Monday, the older ones to relive their numerous memories - memories of a master batsman and class all rounder whose glorious and awesome performances at that very ground, before it was named after him, had made him a legend in St. Lucian and Windward

islands cricket lore, memories of a superb footballer, less brilliant at a goal-keeping than he was as a batsman, but still brilliant when he kept goal at the adjacent Marchand Grounds, memories of a cricket groundsman par excellence who made the upkeep of the Park and its cricket pitch his life’s passion. They came in their great

numbers at the Mindoo Phillip Park on Monday, the younger ones to retell their tales of a no nonsense but humorous cricket coach, umpire, football referee, cricket and football administrator. They came in their great numbers at the Mindoo Phillip Park on Monday to bury at the sporting ground named after him, Francis Min-

doo Phillip, the St. Lucian sporting legend whose greatness was achieved both through his sporting prowess and his deep humanity. They came in their great numbers at the Mindoo Phillip Park on Monday to play with Mindoo his last match at the ground where his name will live forever. The following pictures are from that match.



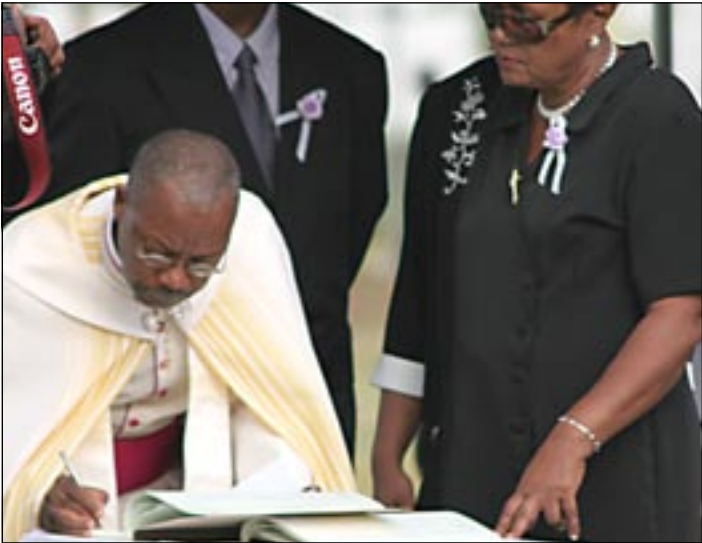
Close friend Rupert Brandford viewing the body on the ground floor of the Cadet Pavillion before the service



A section of some of those attending the service in the Cadet Pavillion, including Prime Minister Kenny Anthony and former PM John Compton



The body being brought out from the Cadet Pavillion for the Service and before the altar on the Grounds



The signing of the register by Monsignor Patrick Antony who conducted the service



Sportsmen and sportswomen taking the body for a last lap of honour around the Park



The tree under which Francis Mindoo Phillip was laid to rest



## THIS WEEK ON NTN

Sat. May 20th to Fri. May 26th, 2006

### NTN – PROVIDING INFORMATION YOU NEED

**Hon. Felix Finisterre sheds lights on water sector reform** - Sat. May 20th, 9:00 a.m.

**Celebrating Heritage Tourism: Developing A nation Not Just A Destination** - Sun. May 21st, 12:00 noon

**Ahead of the hurricane season, NTN presents “Mitigating & Preventing Natural Disasters”** – Mon. May 22nd, 9:00 p.m.

**As issues abound on water Sector reform, the Talvern Water Catchment is a model to be replicated** - Tues. May 23rd, 6:15 p.m.

**The Esatern Caribbean Civil Aviation Authority celebrates the upward move to a Category 1 Status** – Wed. May 24th, 8:30 p.m.

**The GIS discusses the country’s biodiversity with forestry officials** – Thurs. May 25th – 8:00 p.m.

**NATION BEAT (Rebroadcast) Prime Minister Hon. Dr. Kenny Anthony dialogues with the nation** - Fri. May 26th – 8:00 p.m.

Remember to tune in for:  
GIS News Breaks and Kweyol News daily from 6:30 p.m.  
Issues & Answers/Mondays at 8:00pm:  
Interview/Tuesdays at 6:15pm :  
Konsit Kweyol/Tuesdays at 8:00pm (Kweyol Discussion):  
Your Right to Know/Thursdays at 6:15 p.m. (Min. of Ed. Prog).  
Take 2/Fridays at 6:15pm (Week in Review)  
Weflechi/Fridays at 6:40pm - (Week in Review—Kweyol)

For the complete programme guide, log on to our website at [www.stlucia.gov.lc](http://www.stlucia.gov.lc) and then click on the NTN icon

[www.stlucia.gov.lc](http://www.stlucia.gov.lc)