

Canada



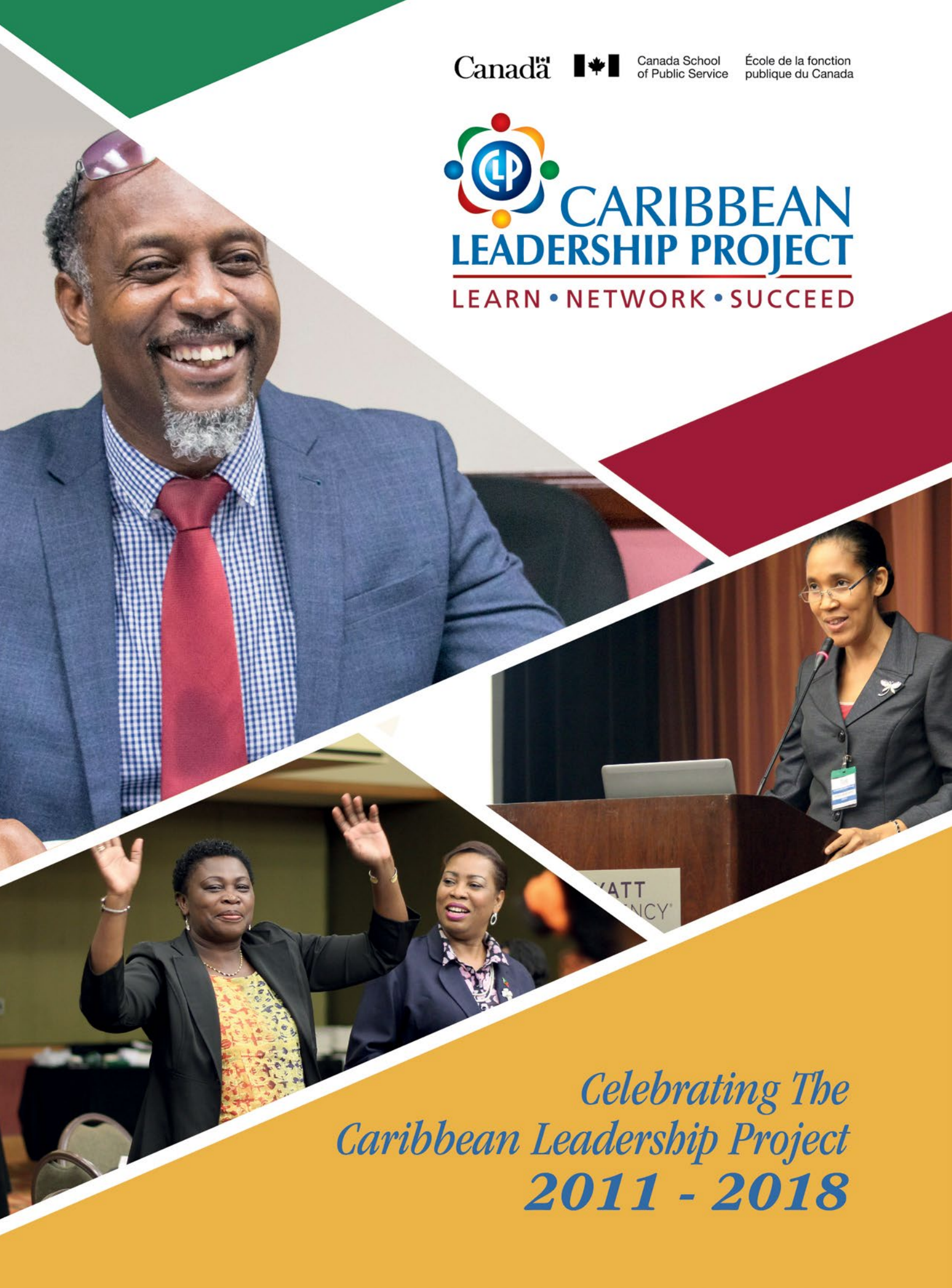
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**CARIBBEAN  
LEADERSHIP PROJECT**

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*Celebrating The  
Caribbean Leadership Project  
2011 - 2018*



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### CARIBBEAN LEADERSHIP PROJECT

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## *Vision*

The Caribbean Leadership Project is a dynamic, integrated renewable community of adaptive leaders transforming the regional public sector into one that instils trust and confidence.

## *Mission Statement*

Given the essential role of the public service in achieving national and regional growth and development objectives, the Caribbean Leadership Project will support Heads of Government and key regional institutions to develop a network of leaders equipped to navigate the globally imposed and regionally inspired transformations.





## MESSAGE FROM

# *Her Excellency Marie Legault*

**CANADA'S HIGH COMMISSIONER TO BARBADOS  
AND THE OECS**



The Caribbean Leadership Project (CLP) has become a well-known, well respected brand in the halls of Governments and other public institutions throughout the Caribbean.

It is often said, by participants who speak of the CLP, that it did not only transform their Governments but it has also transformed their lives.

Canada is pleased to partner with the Caribbean Region to help boost the reservoir of leadership skills among senior public sector personnel as the Region grapples with old, emerging and unforeseen threats and opportunities that have the potential to shape the Region's development.

I note that this is the last CLP magazine and is, therefore, a good time for reflection and introspection about what we have done and where we are going.

This Project began with an overarching aim to create a sustainable development programme established in the Caribbean that prepares public sector managers to more effectively contribute to regional integration and economic growth.

I believe that the CLP has made significant progress in achieving this result and will provide significant benefits to the Caribbean for present and future generations.

By the end of this Project we would have exceeded our target of training 250 executive level public servants in

leadership and would have left a legacy for leadership training that is Caribbean owned and driven. This is an important achievement and the Caribbean should feel justly proud.

I want to commend the Canada School of Public Service for their sterling contribution to the success of this Project. I especially wish to thank Colleen Rossiter, Project Director, Canada School of Public Service, Joan Underwood, former Regional Project Manager and Lois Parkes, Regional Project Manager for the tireless work and enduring commitment to the success of this Project.

Through these efforts and the work of all the associated partners, we have impacted 12 countries in the Region and have strengthened the human resource capacity of important regional institutions. This Project was always intended to bring the Region together to work in unison to solve regional problems. We have done that. However, the informal networks and communities of friends that have formed have given unexpected benefits that, while intangible, are pure and deeply meaningful.

As this Project was designed, it was always intended to be relayed to a Caribbean institution to ensure the sustainability of the achievements accomplished. The Caribbean Center for Development Administration (CARICAD) has been a valued partner on this journey, and it gives me great pleasure to know that they will continue to pursue this leadership work and legacy of the CLP.

On behalf of Canada, I would like to wish the Governments of CARICOM and CARICAD continued success in achieving public sector excellence in the Region.

Canada will always stand by the Region as partner and friend. We are thankful for the role we have been able to play in supporting the CLP and helping to ensure that high quality leadership remains one of the hallmarks of the Caribbean Region.



**From left: Her Excellency Marie Legault**, Canada's High Commissioner to Barbados & the OECS, **Dr. Lois Parkes**, CLP's Regional Project Manager **Ms. Trudy Waterman**, CLP's Implementation Officer, **Mrs. Alaine Murray**, CLP's Communications Officer, and **Mr. Meshach George**, CLP's Logistics and Operations Officer.



MESSAGE FROM

*Her Excellency  
Carla Hogan Rufelds*



**HIGH COMMISSIONER  
FOR CANADA TO THE  
REPUBLIC OF TRINIDAD  
AND TOBAGO**

Greetings,

I would like to offer  
my best wishes and  
congratulations to the  
Caribbean Leadership  
Project (CLP) team

and the Canada School of Public Service on the continued success of the CLP, which has played a key role in the development of public sector managers in this Region over the past five years. I am very proud that Canada is supporting the development of a cadre of effective leaders across the Caribbean Region through the Leadership Development Programme (LDP). I am also pleased that through this Project, Canada is assisting in the strengthening of Caribbean public institutions.

The contribution of this Project is undeniable, it has spawned the development of a Continuous Learning and Development Network (CLDN) that hosts quarterly webinars and fosters on-going sharing and learning among the alumni and other Caribbean leaders. I am especially pleased that Trinidad and Tobago is one of the six countries in the Region that has set up a national chapter of the CLDN and I am pleased to highlight and promote the work they do in South – South collaboration.

This Project is very much aligned with our new international assistance policy which, at its core, recognises that promoting gender equality and empowering women and girls are the most effective ways of eradicating poverty. Through the programme, the leaders have embraced this concept. Seventy percent of the participants have reported the increased assertion of gender and diversity analyses in policy development and implementation since their participation in the Project.

Canada continues to be an active partner in the Caribbean as it achieves its goal of sustainable economic growth and prosperity for all Caribbean people.

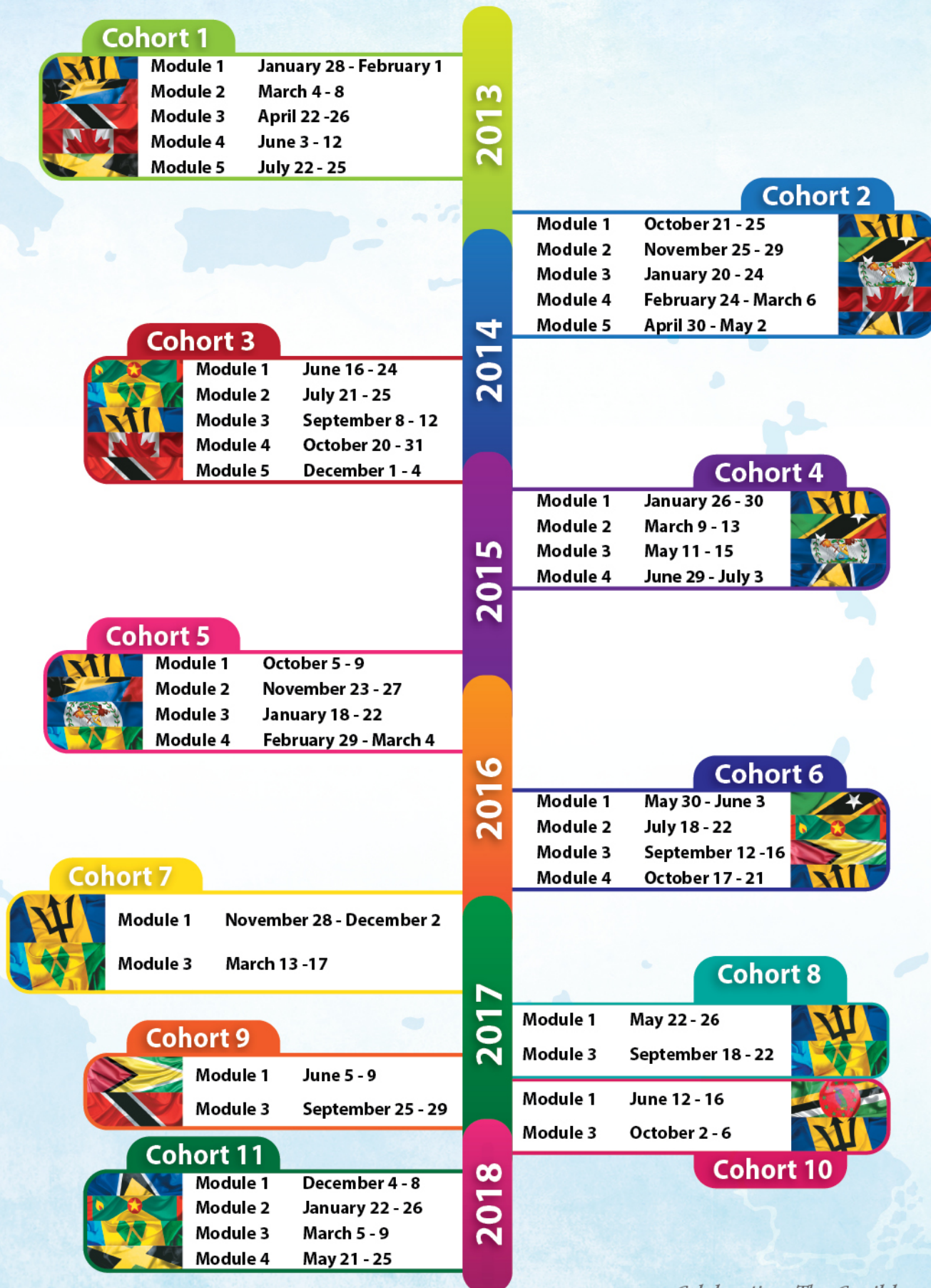
I extend hearty congratulations to all the alumni.





# COHORT 1 - 11

## MODULE DATES AND COUNTRIES





## MESSAGE FROM

### *Her Excellency Lilian Chatterjee*

**CANADA'S HIGH COMMISSIONER TO THE  
COOPERATIVE REPUBLIC OF GUYANA,  
CARICOM REPRESENTATIVE,  
CANADIAN AMBASSADOR TO SURINAME**



Greetings!

A hearty congratulation is extended to the Caribbean Leadership Project (CLP) team and the Canada School of Public Service for the effective delivery of the CLP.

As part of Canada's Caribbean Regional Development Programme, the CLP supports 12

national Governments and key regional institutions to develop a cadre of male and female leaders through the establishment of a sustainable Leadership Development Programme (LDP) to effectively implement human resource management programmes, support economic development and regional integration.

My sincerest congratulations are extended to the graduates of the various training cohorts. Your journey under the LDP has been transformational, filled with new experiences and renewed beginnings.

As a result, a new cadre of public sector managers are evolving to meet emerging leadership roles and to address complex governance, social, economic, cultural and environmental challenges with increased integrity and professionalism. This is especially important for Guyana, as the country is at a critical stage of its development with an emerging oil and gas industry, and as Suriname continues to improve its public sector's capacity.

From all accounts, the CLP is truly a transformative Project. I am always gratified to hear the testimonials



CLP's Project Management Team with former Canadian High Commissioner to Guyana, Pierre Giroux (second right) during a courtesy call to Minister of State, Joseph Harmon (third right), in Guyana, September 2016.

of those who have graduated. Participants are very grateful for the coaching, module content and all the valuable lessons learned.

Canada remains committed to working with CARICOM to build the best possible future for the Caribbean to promote growth that works for everyone, to advance regional integration and cooperation and to strengthen security and democratic institutions, and the building of lasting relationships.

I am confident that you will continue to make meaningful contributions to your work environment, and as you go forward, I would encourage you to refresh your learning by always asking yourselves what it takes to be an effective and respected leader.

From my experiences, I have learnt that leadership grows out of core personal values, vision, integrity and a passionate commitment to make a difference. These values have aided my daily leadership and long-term vision. As a leader, I am sometimes required to make tough decisions which may not be exciting, but in public life, good communication is important for building trust and professionalism.

I urge you to continue to build your networks and to inspire others to foster a resilient and professional public sector and to use every opportunity to brainstorm solutions and approaches towards meeting national and regional challenges.

I would like to extend my deepest gratitude to the Canada School of Public Service and its Caribbean Partner Institutions for the admirable delivery of the Project.

I would also like to applaud the Government of Guyana and Suriname for the generous support to the CLP through their unwavering commitment to have public servants participate in various training cohorts and project activities.

The Government of Canada is extremely pleased to be part of this innovative journey to support present and future Caribbean leaders.

Thank you!



Dr. Lois Parkes (right), presents His Excellency Mohamed E. Noersalim, Minister of Home Affairs in Suriname, with a CLP Magazine. Standing to the left is Mr. Vivian Gordon, former National Coordinator for Suriname.

## MESSAGE FROM

### *Her Excellency Laurie Peters*

**CANADA'S HIGH COMMISSIONER TO JAMAICA**



As Canada's High Commissioner to Jamaica, it is my pleasure to recognize the importance of the Caribbean Leadership Project and the impressive impact it has had in equipping next-generation leaders of the region.

Since it was first announced in 2007 as part of the Government of Canada's

\$600M regional development cooperation programme, the Caribbean Leadership Project (CLP) has supported national governments and key regional institutions in the development of a cadre of strong public sector leaders.

Over the course of the seven-year initiative, more than 260 senior public sector officials across 12 CARICOM countries have been trained, including forty-five participants (33 women and 12 men) from Jamaica. Senior managers from key sectors, such as legal-judicial and security sector, economic growth, climate change, science and technology, and gender, youth and culture have benefited from the CLP.

The need for effective public sector leadership is even greater now given the region's socio-economic and

environmental complexities. The interaction with parliamentarians, public servants and academics from across the Caribbean has contributed to regional integration and development and, thanks to the CLP, participants are better prepared to contribute to their home organizations to advance reforms, support economic development and be change agents.

The objectives of the Leadership Development Programme are consistent with the Inclusive Governance goal of Canada's Feminist International Assistance Policy and, as Canada moves forward with our programming in gender equality, security and climate change, we will continue to look to active partner organizations and resourceful leaders such as those who have participated in the CLP.

I extend my congratulations to all of those involved in the Caribbean Leadership Project including the team at the Canada School of Public Service (CSPS) and its regional partners on its effective delivery of the CLP.

I would also like to thank the Government of Jamaica for its support and collaboration by sending participants to every Cohort of the programme. Together, Canada and Jamaica will continue to make great strides to contribute to the advancement of your citizens, your governments and the region as a whole through inclusive and innovative leadership as promoted and practiced by the Caribbean Leadership Project.

Thank you!

## MESSAGE FROM

### *Mr. Robert Orr*

**ACTING DEPUTY MINISTER/  
PRESIDENT, CANADA  
SCHOOL OF PUBLIC SERVICE,  
EXECUTING AGENCY**



In the interest of supporting excellence in serving citizens, the Canada School of Public Service promotes the values, public policies,

administrative systems, and competencies that form the basis of public management, leadership, and good governance. The School is proud to support Global Affairs Canada in its vision and commitment to the Caribbean, and my team and I have been grateful for the opportunity to collaborate with Caribbean leaders on shared leadership challenges and leading practices.

Public services worldwide face the expectation of an open and networked environment that engages citizens and partners. While technology can be an important tool, leadership and collaboration at all levels and across government is required to achieve the many complex challenges facing governments today. And we have learned that a public service culture of continuous learning is essential to developing innovative and effective leaders who can adapt quickly to a changing environment.

Collaboration with participants and experiential learning drive the success of programmes like those of the Caribbean Leadership Project (CLP) in preparing leaders for the complex issues and challenges of today and tomorrow. The opportunity for leaders to learn from, work with and network among colleagues from a variety of backgrounds vastly enriches expertise and experience across the global public service community.

Congratulations to the graduates of the CLP's Leadership Development Programme. Thank you for your active participation and commitment. I hope learning continues to play an important role in your careers as community leaders.



MESSAGE FROM

*Mr. Ian R. De Souza*

**EXECUTIVE DIRECTOR & CHIEF EXECUTIVE OFFICER, THE SAGICOR CAVE HILL SCHOOL OF BUSINESS & MANAGEMENT, THE UNIVERSITY OF THE WEST INDIES**



The University of the West Indies/Sagikor Cave Hill School of Business and Management (SCHSBM) extends its sincerest congratulations to the Caribbean Leadership Project (CLP) as it approaches its transition into a sustainable development programme for the Region's leaders. As the Regional Host of the CLP for the past five years, we at the SCHSBM are proud to have witnessed the triumphs that the Project has garnered in its short period of existence and the impact it has had on the leadership capacity of our public sector leaders. The tremendous success of the Project is evidenced by the fact that many of the Caribbean's senior public sector leaders – and the governments they serve – have begun to benefit from the tools and

knowledge shared as part of the CLP's initiatives over its seven years of existence.

The SCHSBM is pleased that those who have already benefitted from the CLP's knowledge bank will be able to receive re-tooling as part of its sustained leadership development programme. We are also happy about the opportunities for growth that will be made available to the Region's new and emerging leaders through this newest phase of the Project.

As the Caribbean's largest employer and the main provider of services that are crucial to our health, education and sustainability, a strong public sector is integral to the continued growth of our Region. Through this Project, senior members of the public sector have been exposed to modern, global trends in leadership that have applications for our Region and its people and many more will have the opportunity to do so through the extended leadership development programme. The hard work of the public sector employees who have benefitted from this Project and their dedication to using the tools and knowledge gained, along with support from agencies such as Global Affairs Canada, will generate benefits for the Region that will extend far past those on the frontline of these initiatives.



## MESSAGE FROM

*Mr. Devon L. Rowe*

**EXECUTIVE DIRECTOR, THE CARIBBEAN CENTRE  
FOR DEVELOPMENT ADMINISTRATION**



The Caribbean Centre for Development Administration (CARICAD), based in Bridgetown, Barbados, was established by a decision of the CARICOM Heads of Government in 1975. CARICAD is an institution of CARICOM under the Revised Treaty of Chaguaramas and became fully operational in 1980.

CARICAD is the region's focal point for transforming and modernising public sectors of member states to better formulate and implement public policy towards the achievement of sound governance. CARICAD's mission is to facilitate and enhance the development and sustainability of a strong leadership and governance framework within the Public Sector of the Caribbean Community, effectively encouraging social partnerships in the process.

The context within which the public services in CARICAD's 17 Member States operate include economic volatility, negative environmental impacts, rapid changes in technology, and the changing demands of the citizenry and the needs of the workforce. There is an imperative for efficiency in these harsh times. There is a call for resilience and empowerment, and there is a mood for holistic transformation.

CARICAD congratulates the CLP for surpassing its target to develop 250 senior leaders in the public service and regional organisations. The CLP has

introduced a cadre of well-trained officials to contribute to creating a supportive environment for transformation so that the Caribbean may leapfrog the development process.

CARICAD views leadership as being at the core of public sector transformation. We believe that leadership is among the most critical components of good public governance, which is thematically evidenced in our Charter for Caribbean Public Services. Our Charter and Implementation Guide promotes a blend of the Transformational and the Systemic approach to Leadership. Transformational Systemic Leadership based on continuous improvement in the public sector, is about using organisational systems to drive leadership improvement and change. This can only be realised if public sector organisations coalesce forces to adopt a holistic approach to leadership responsibility.

CARICAD and the CLP, in the context of Leadership Development, suggest that we need to blend leadership responsibilities at all levels with what leaders know, are, and can do in the overarching context of organisational development. We are pleased to have been selected to undertake the conversion of the Project to a Programme within CARICAD. This selection is as a result of CARICAD's commitment to leadership development, consistent with our most recent strategic plan. In this regard, we will be building on the leadership development tools and methods already developed by the Project.

We are now working collaboratively with relevant stakeholders to develop the transition plan and new arrangements for CARICAD to ensure that we are well positioned to support the future leadership and professional development needs of the region.

Congratulations to the CLP for having paved the way!



**From left: Mr. Devon Rowe**, Executive Director, Caribbean Centre for Development Administration (CARICAD), **Mr. Alyson Forte**, Chairman of the Board - CARICAD & Permanent Secretary, Ministry of the Civil Service (Barbados), **Mr. Franklyn V. Michael**, Programme Specialist (CARICAD), **Her Excellency Marie Legault**, High Commissioner of Canada to Barbados & the OECS, **Ms. Colleen Rossiter**, CLP's Project Director, **Dr. Lois Parkes**, CLP's Regional Project Manager and **Mrs. Carol Webster-Carter**, Business Consultant at the Opening Ceremony for the Technical Working Group Meeting on Developing the Vision, Strategy and Implementation Plan for Sustainable Leadership Development in the Caribbean, that was held in Barbados on January 30-31, 2018.



## MESSAGE FROM

*Ms. Colleen Rossiter*

**PROJECT DIRECTOR, CARIBBEAN LEADERSHIP  
PROJECT, CANADA SCHOOL OF PUBLIC SERVICE**



In the Caribbean Leadership Project, we explore relationships: relationships with oneself and relationships with others. Relationships mean influencing and being influenced. Seeing and considering issues through multiple perspectives. Adapting your leadership style to the situation. And encouraging leadership at all levels—

without it, the burden at the top is enormous and unrealistic in today's fast-paced and complex world.

The Caribbean Leadership Project is based on six core principles:

- Co-create learning interventions with leaders and learners
- Design based on the experiential learning approach—learn through reflection on action
- Integrate the region's successes into every facet of the learning programme
- Understand that leadership is an action, not a position
- Promote collaboration through learning networks
- Think sustainability: ensure long-term regional access to world-class leadership development programming



CLP's Project Director, Ms. Colleen Rossiter (third left) and former High Commissioner of Canada to the Republic of Trinidad and Tobago, Gérard Latulippe (third right) with LDP participants at CLP's Leadership Symposium which was held in Trinidad, December 2014.

To date, more than 260 senior public officials have participated in our Leadership Development Programme. Through their participation, they have shaped the programme to reflect the character and characteristics of their region, its leadership and the citizens they serve. The “bright spots” they visited across the region further refined the programme and demonstrated that passion yields leaders, whether they are high school students, zoo keepers, judges or other public servants. The result so far has been a community of adaptive leaders and a network of committed partners.

The Caribbean Leadership Project is very pleased to have been so warmly received by our partners in the participating countries and regional institutions. Our itinerant programme relies on the knowledge and networks of our host governments to identify the amazing guests who have so freely shared their wisdom and experience with our participants.

We also rely on dedicated professionals from the Caribbean and beyond to design, adapt and deliver this world-class programme. Partners like the Caribbean Centre for Development Administration (CARICAD), Sagcor Cave Hill School of Business and Management and the Management Institute of National Development (MIND) are putting the full force of their organizations behind the Caribbean Leadership Project to create a future built on experiential learning and leadership development.

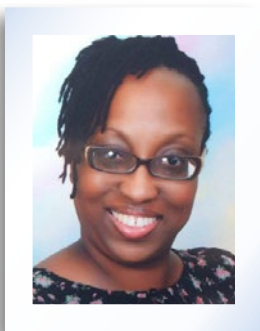
The Caribbean Leadership Project will soon transform from a short-term initiative into a long-term one, with CARICAD as its home. As the region's focal point for transforming and modernising public sectors, CARICAD is a natural fit for the continuing task of designing and delivering world-class leadership development programming to support the region's needs.

Finally, I would like to acknowledge Global Affairs Canada for their vision and funding in support of leadership development in the Caribbean.

## MESSAGE FROM

*Dr. Lois Parkes*

**REGIONAL PROJECT MANAGER, CARIBBEAN LEADERSHIP PROJECT**



It is truly a delight and honour to be a part of what has become the Caribbean Leadership Project's (CLP) family of leaders and learners. I am privileged to have experienced the CLP from a multiplicity of perspectives. First, as a respondent in the first Regional Leadership Learning Needs Analysis, then as a participant in the Historic Cohort 1 of the

Level 1 Leadership Development Programme (LDP). Subsequently, I served as CLP's National Coordinator for my home country, Jamaica, and later, as a founding member of the Continuous Learning and Development Network (CLDN), as well as, the Caribbean Learning and Development Specialists (CLDS) Network. At present, I serve in the capacity of CLP's Regional Project Manager - a position which I have held since January 2016.

Without fear of contradiction, the CLP is a very successful initiative. Our Leadership Development Programme (LDP) has been impactful and transformational. Our CLDN continues to grow in its reach and participation across the Caribbean and beyond, through the growing reach of our webinars, blogs, videos and social media strategy, as well as the work of national CLDN groups.

The CLDS Network has become a more connected regional community, with greater collaboration around learning and development, and increased capacity to co-design and deliver leadership development programming. The culmination of our research initiatives into our research paper on the Enabling Environment for Leadership Development and Practice



in Caribbean Public Services and Regional Institutions is truly ground-breaking. The development of the attendant online Enabling Environment Assessment tool and toolkit are also powerful additions to regional solutions and tools to facilitate the fulfilment of the CLP's vision of sustainable leadership development for the Caribbean.

The ultimate test of the success of the CLP, however, is its sustainability. The Caribbean is eternally grateful to the Government of Canada for its support to the tune of CAN\$20 million for the Project. As we transition into the Caribbean Leadership Programme under the Caribbean Centre for Development Administration (CARICAD), new funding arrangements will be required. Strategic partnerships with regional universities, learning institutions and in particular Public Sector Training Institutions will play a critical role in sustainable leadership development programming.



Going forward, the strengths of the CLDN and CLDS Networks will be drawn upon, as champions of the CLP's vision, and the repository of leadership capacity to be tapped. Finally, the use of blended-learning technologies, which started under the Project, will feature heavily in the way forward for sustainable leadership development programming.

As we continue to break ground in creating, developing and sustaining transformational leadership at the individual and systemic level, let us all be reminded that transformational leaders are those in action, who stay the course, continuously reflect, evaluate and adapt, and who make transformation happen. We are a resilient Region; we will stay the course and the Caribbean Leadership Programme will continue to thrive, adapt, and support inclusive socio-economic development.





# DIVERSITY

## Gender & Diversity

**BY CAROLE HOULIHAN,  
GENDER & DIVERSITY SPECIALIST**

The integration of Gender and Diversity Analysis has been a key focus of the Caribbean Leadership Project (CLP) since its inception.

Gender and Diversity Analysis is an evidence-based tool that assesses the experiences, behaviours and needs of women and men, boys and girls. Its goal is to ensure that all policies and programmes maximize intended impacts and avoid unintended impacts. The analysis begins by examining individuals' own biases, including implicit biases. Using data and evidence it examines the differential impact of cross-cutting factors such as age (children, youth, elderly, working age), disability, ethnicity/race, location (urban/rural), education, religion, etc., relevant to the specific context. It also involves seeking the input of stakeholders.

CLP's approach has included training senior public sector leaders participating in the Leadership Development Programme (LDP) to consider how government actions affect different groups of women and men differently in order to maximize equity, efficiency and effectiveness. Evaluations found that 70% of participants reported increase assertion of gender and diversity analyses in policy development or implementation since their participation in LDP.

Attention to gender equality and diversity strongly supports Caribbean efforts to achieve the Sustainable Development Goals (SDGs). The SDGs came into force in January 2016. Over the next fifteen years, Caribbean countries will mobilize efforts to end all forms of poverty, fight inequalities and tackle climate change, while ensuring that no one is left behind.

*Celebrating The Caribbean*

*Leadership Project 2011-2018*

The SDGs recognize that ending poverty must go hand-in-hand with strategies that build economic growth and address a range of social needs including education, health, social protection, and income earning opportunities, while tackling climate change and environmental protection.

What are the pressing gender and diversity challenges in the Caribbean?

Women continue to face occupational segregation in lower-wage occupations and have a lower labour force participation. Higher educational achievements of girls does not yet translate into higher participation in the labour market and closing of the wage gap. A high proportion of female-headed households live in poverty and have high dependency ratios. Gender-based violence continues to be a serious issue in the region.

Youth in the Caribbean face high levels of unemployment. Gender differences are also significant, with joblessness among female youth about 10% higher than for males. Educational gaps at secondary and tertiary levels have mixed results for boys and girls - drop out of boys increases the potential for anti-social behavior; drop outs of girls, often related to teenage pregnancies, results in incomplete education.

The Caribbean has one of the fastest growing older populations in the world leading to pressure on social services and health care. Elderly men have higher rates of social isolation.

Reliable data on the needs of women and girls and men and boys with long-term physical, mental, intellectual or sensory impairments is required to better understand the challenges facing men and women with disabilities. This information will improve the quality of their lives, access to employment and participation in decision-making.

Commitment and careful attention by leaders in the Caribbean to understanding the diversity of needs and challenges of all citizens will support the achievement of the Sustainable Development Goals.



# BUILDING BACK BETTER: NAVIGATING THE POST DISASTER RECONSTRUCTION PROCESS



*Mr. Ronald  
Jackson*

**EXECUTIVE DIRECTOR,  
CARIBBEAN DISASTER  
EMERGENCY  
MANAGEMENT AGENCY  
(CDEMA)**

As we look at the enormity of the reconstruction requirements in the CDEMA Participating States devastated by the two Category five (5) Hurricanes of 2017, we are provided with evidence that the concept of building back better is indeed a possibility. Resilient structures were evident among the devastation seen in the affected countries and already they have all come a long way overcoming numerous challenges on their journey to rebuild hope, homes, lives and infrastructure. The Caribbean community, both home and abroad, continues to stand in solidarity with those affected and remain fully committed to supporting their needs as they journey ahead.

While not a new phrase, 'building back better' has seen a revival. It has been used to juxtapose the idea of resilience in the reconstruction process going forward. On reflection this concept takes us back to Hurricane Gilbert and later in 2004 after Hurricane Ivan. However, over the years it has been more empty rhetoric rather than words truly put into practice. In most instances when the opportunity is presented, the "tyranny of the urgent" takes prominence over the need to address pre-existing development weaknesses.

My experience tells me that we need to embrace the idea of not just building back better but building smarter, maintaining what we build and adjusting where we build over the long term, especially given the impact climate change will have on coastally

dependent countries such as our Small Island Developing and Low Lying Coastal States. After every significant extreme climate event we are left pondering the tremendous cost to build more robust infrastructure. The idea of building back better will always be a fleeting concept if we are not pursuing a policy which is cognisant of the changes that are going to be occurring over longer time scales, given the impact it will have on population and infrastructure exposure and vulnerability.

There were reconstruction efforts in the 1970s and 1980s, which have yielded successes in the aspirations to build back in a more resilient way. However, even within these successes - which we should have continued and improved upon - were inherent weaknesses in terms of failure to define and enforce no-build-zones. This would have prevented persons from inhabiting those high-risk areas which were initially depopulated after disaster events. Therefore, it is my view that a lot of the lessons we are claiming to be learning after the 2017 Hurricane Season are not new lessons, we have just not addressed them in the past when they presented themselves. We failed to address the past lessons in a programmatic and institutionalized manner.

If we truly want to be successful in our recovery and reconstruction efforts and truly build back better then the starting point has to be the effective practice of disaster risk management. We have to look to the creation of the enabling environment nationally through the adoption of sound policies, enhancing and enforcing legislation (not necessarily creating new ones but harmonisation and enforcement); application of knowledge and improving risk management practice as well as addressing the issues of risk governance and disaster risk management leadership. We also need to consider providing incentives and disincentives to encourage risk conscious practices in the public and private investments as well as societal behaviour. The solution



does not lie in a short term fix but a commitment to practices necessary over a longer term endeavour.

We also need to realise that recovery and reconstruction planning does not start at the end of the adverse event but that should be planned for before any hazard event occurs and must be driven by knowledge and understanding of the hazard and development interface (an appreciation of the risks and vulnerabilities present in our respective societies). It requires developing likely disaster scenarios, costing the recovery and reconstruction requirements of those scenarios and essentially designing the likely recovery and reconstruction plans, and the financing strategy necessary to implement them.

Further the implementation process must utilize risk information, vulnerability studies and the application of and enforcement of construction design standards. A key element that often impacts on the successes of the recovery and reconstruction process is the issue of politics. It is a matter we must not shy away from but recognise its presence and embrace it by developing bi-partisan avenues to engineer a successful outcome of the reconstruction and recovery process. In the process of rebuilding after a disaster, there will always be some winners and some losers but at the end of the day, it has to be about a win for the majority and for the country as a whole and to ensure the economic prosperity programmes are resuscitated and sustained.

In advancing the reconstruction process we have to foster a spirit of inclusivity. We need to look at engaging the affected communities, not just after the event but also in pre-impact risk management processes. They should also be involved the scenario development and design of the reconstruction solutions based on the scenarios developed.

The private sector also has to be involved as an important partner. The enabling environment for private sector investment must be created as a jumpstart for some of the very costly public infrastructure solutions in the build back better process. It is an opportunity for us to look at how we can make our economies more resilient perhaps through further economic diversification, especially in those economies dependent on environmental and climate - sensitive resources or services.

As we consider the rebuilding programmes across the region, we must do so not with simply a focus on climate change but more so with a focus on Building Resilience against all forms of hazards that affect our region. Talk of making countries climate resilient belies the fact that we are also in a seismically active area, hence the “building back better” process must not only consider climate but also consider the geological hazards.

### **If we truly want to be successful in our recovery and reconstruction efforts and truly build back better then the starting point has to be the effective practice of disaster risk management.**

In advancing the Reconstruction or Regional Resilience Agenda, CARICOM nations will urgently need to harmonise efforts at attaining risk-resilience with our efforts to tackle the impact of climate and the impact of disaster risks along with the attainment of the Sustainable Development Goals (SDGs). They are all contributing towards one common endeavour, the overarching prosperity of the region and the region's people. Harmonization is necessary given the limited resources and time available to act. The positive side of the September 2017 devastating hurricanes, if there is such a thing, is that it provides a transformative opportunity. There is nothing that should prevent us from taking hold of this opportunity. We should not buy into the view that we do not have capacity, which is one argument posed as a barrier to attaining the goal of “a safer, more resilient region”.

As a collective space this region can harness resources across member states in supporting some of our sister and brother islands that may have capacity challenges. Is not this the idea behind the CARICOM Single Market and Economy? Let us take this opportunity to balance the urgent with the important and turn the term “build back better” into more than simply rhetoric.





# BRIGHT SPOT



## Overview

There are many excellent examples of innovation and leadership across the region, and it is critical for us to understand the foundations and dynamics of these 'bright spots,' in order to learn from and build on them. We know that building on what works well is a powerful change driver. Identifying bright spots in leadership development, acknowledging and celebrating success and building on these positive experiences will contribute significantly to the improvement of the enabling environment for leadership development in the Caribbean. In the CLP's Leadership Development Programme, when we find a bright spot, the mission is to study it and understand the enabling conditions for it. If we can get clear understanding of what is working, then we can spread those answers and actions much more strategically. We can learn lessons for our own contexts from what others are doing well. Throughout this magazine, we share with you a few bright spots we have had the privilege to explore on our CLP journey.





# BRIGHT SPOT

BARBADOS

## HARRISON'S CAVE REDEVELOPMENT PROJECT

Harrison's Cave is one of the leading green facilities in the Region.

Green principles have been incorporated into the design, construction, and everyday operations of the Cave.

There is "the use of natural wood and stone products, low carbon transportation, rainwater harvesting, green design for the Visitor Reception Centre and the use of membrane bioreactor sewage treatment plants."

A major challenge was the protection of delicate ecosystem during the civil works.

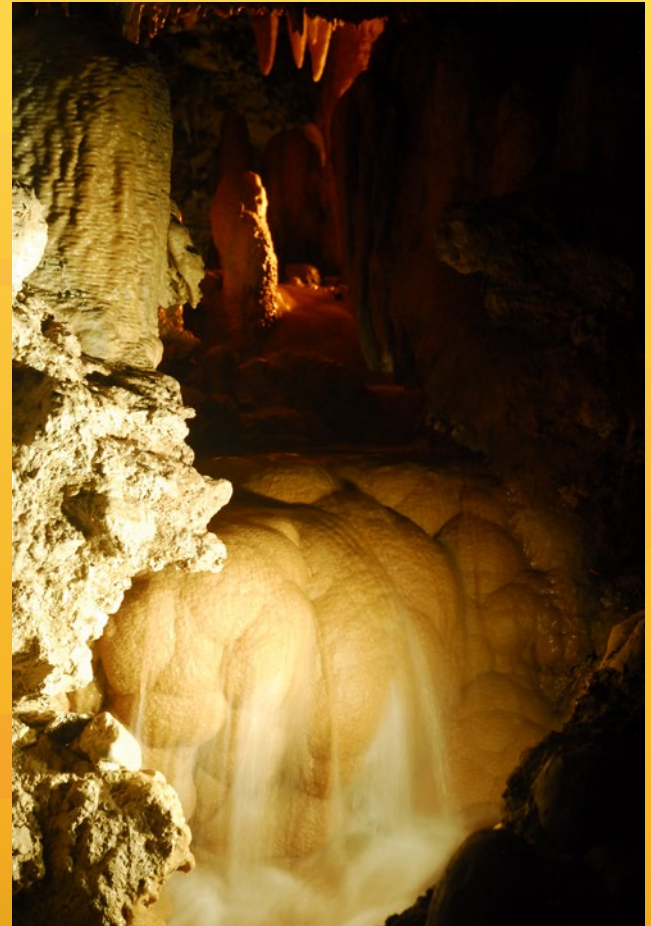
To ensure the protection of the ecosystem, there was the establishment of a Zone of Special Environmental Control.

With the expansion to create the Harrison's Cave Zone, there has been strong community outreach and involvement. Several surveys and consultations were done with communities and other stakeholders. Several community pilot projects were also implemented.

Following on from the good experiences derived during the initial phases of the project, there have been opportunities for local residents to tour and experience the new facilities and interpretative programmes.

### Major achievements

- Winner of the **TravelMole and CTO (Caribbean Tourism Organisation) Excellence in Sustainable Tourism Award** in 2011.
- Enhancement of the local tourism product and the marketability of Barbados as a sustainable tourist destination.
- Increased net foreign exchange earnings and employment opportunities from the operations of Harrison's Cave and ancillary services.
- Improved sustainability of Harrison's Cave.
- Improved institutional and financial performance of CBL. The project's Economic Rate of Return is 13%.





# BRIGHT SPOT



## BELIZE

### THE INSPIRATION CENTRE (TIC)

The Inspiration Centre (TIC) is a non-governmental organization in Belize City that provides low-cost, comprehensive therapy and medical services to children with disabilities (birth to 16 years old) and their families in the country of Belize. The services offered include: speech therapy, VitalStim therapy, physical therapy, group play therapy sessions, medical evaluations, Ponseti Method of treatment for clubfoot, hearing screenings, social work services and community based rehabilitation.

The children served by TIC have little access to affordable therapy services. TIC strives to remain available to all families, regardless of financial background.

The merging of the Medical Model and the Community Based Rehabilitation Model of Care is what sets TIC apart. This approach seeks to meet both the medical and social needs of clients and their families.

The Medical Model embraces medical and nursing services, diagnostic testing, comprehensive evaluation and treatment by physical and speech therapists and referrals to specialists. Conversely, the Community Based Model of Care embraces grass roots efforts, local resources, low cost adaptive aids and inclusion. The merging of these models provides pioneering quality care with the emphasis on early intervention, stimulation and empowerment of children with special needs.



#### Major achievements

##### *VitalStim Therapy*

Using VitalStim Therapy children with dysphagia, or difficulty swallowing, have experienced improvements. The therapy uses electrical stimulation to strengthen mouth, jaw and tongue muscles. Children who have had difficulties eating, drinking and swallowing are now able to close their mouths, swallow, chew, control drooling and move their lips.

##### *Ponseti & Tendon Lengthening*

Since 2016, TIC has offered Ponseti treatment free-of charge. This is a non-invasive method of clubfoot correction that uses casting and gentle manipulations to correct the position of a patient's foot.

Tendon lengthening works similarly to Ponseti Treatment. If a child has difficulty standing up straight because of short tendons, a cast can be applied and adjusted weekly to stretch out the tendon. This will enable a child to stand up and walk straighter.



##### *Hearing Screening*

Children as young as one month old can come to TIC to receive a hearing screening.

##### *Group Play Sessions*

In September 2017, TIC began a joint physical and speech group play therapy session, which offers kids a chance to work on their goals in a fun and social setting. Children work on gross and fine motor skills, core strength, pretend play and group conversation, and behavioural skills.

There are also support groups that allow parents to learn, reflect and give insight and advice to others.

*Celebrating The Caribbean  
Leadership Project 2011-2018*





### ***Small Library***

In late 2017, the speech therapy department opened a library for kids and their families to take home books in between visits to TIC.

### ***New Partnerships and MOUs***

Several new partnerships were developed in 2017 and MOUs with various organizations were signed, including CALMS Ministry, Therapy Abroad and Ministry of Health.

CALMS Ministry is a US-based organization that has partnered with TIC to implement an annual wheelchair distribution program.

Therapy Abroad is a US organization that gives undergraduate and graduate students interested in Speech Language Pathology, and professional speech-language pathologists hands-on clinical experience in an international setting. In 2017, they brought a group of students interested in learning about speech language pathology to TIC to work with the speech therapist and the rest of the clinic staff.

### ***Visiting Students and Teams (2017)***

Several groups of students, therapists and volunteers came to TIC to offer services and support.

CALMS Ministry, Hope Haven International, Caribbean Tires and TIC partnered for a successful wheelchair distribution initiative. CALMS and Hope Haven brought

the wheelchairs into Belize and worked with Caribbean Tires and TIC to assemble the chairs and distribute them to children in need. World Pediatric Project (WPP) has given immense support. TIC is able to transfer children needing clinical medical care to WPP and they send children to TIC for therapy and Ponseti services. This partnership allows children to receive the most beneficial treatment options.





# BRIGHT SPOT

GRENADA

## GRENADA CHOCOLATE COMPANY (GCC)

The Grenada Chocolate Company (GCC) produces organic chocolate in an environmentally friendly manner. It is one of few cocoa companies that produce chocolate in the territory where the cocoa beans grow.

Environmentally – friendly methods in the production and exportation of chocolate.

The cocoa used is produced without pesticides, herbicides or fertilizers. All organic materials are used during manufacturing. Solar-electric energy powers the machinery, while the beans are dried using the sun and breeze.

In 2012, GCC and FairTransport made history with Carbon Neutral Delivery of three tonnes of organic chocolate from the Caribbean to Europe by using the Dutch sustainable cargo sailing vessel Tres Hombres. A team of volunteer cyclists helped distribute chocolate in the Netherlands.

The GCC operates as an Organic Cocoa Farmers' and Chocolate-Makers' Cooperative. All farmers and producers own shares in the company and all employees receive equal pay. The farmers' cooperative owns over 200 acres of organic cocoa farms.

### Major achievements

- The GCC has been certified organic by the United States Department of Agriculture – National Organic Program.
- Recipient of the Academy of Chocolate Awards in 2008, 2011 and 2013 Silver Medal in the Best Flavoured Dark Chocolate Bar category.
- Finalist in the U.S. Department of State Secretary's Award for Corporate Excellence in 2011.
- Chocolate production has grown from 80 kg a week to 30 tonnes of chocolate a year.





# THE HISTORIC COHORT 1

## Audrey Wallace, Belize

"I treasure and embrace this rare opportunity to have intra-regional dialogue and learning. From the appreciative inquiry exercise, I was struck that there are so many 'bright spots' in our Region, from which we can learn and build upon."

## Allison Miller, Grenada

"This life changing programme came at a perfect moment and has helped me through some very rough times, particularly my transition from an active Ministry to a Division within the Public Service, after the general elections. Additionally it has positioned me to be able to offer and coach other persons who find themselves in difficult situations."



## Donovan Williams, Saint Lucia

"As I reflect on this journey, I can say with all honesty that I have never known one that has been as engrossing, challenging and exciting. The overriding takeaways were: the use of appreciative inquiry and utilising a variety of lenses as the basis for the analysis of any and every situation. The mapping of my leadership journey has enabled me to give time and practical meaning to my role as a leader in the public service. The toolkit is truly filled."





# BRIGHT SPOT

JAMAICA

## THE PASSPORT, IMMIGRATION AND CITIZENSHIP AGENCY (PICA)

The Passport, Immigration and Citizenship Agency (PICA) is an Executive Agency (EA) that is a self-financing, performance-based and service-oriented institution.

Although originally the operations of the Government of Jamaica (GOJ) seemed to have been adequate, as the private sector became more developed and the operations of government became more complex, the inefficiencies in the system became more apparent.

PICA has several performance targets as a measure of its efficiency and success. These include:

- Processing passengers at ports in no more than 2 minutes
- Processing passport applications submitted to its Kingston offices within 7 days and those submitted through its Montego Bay offices within 14 days
- Processing local applications for Jamaican citizenship by descent within 30 days.

### Major achievements

- Improvement in the Agency's passport system
- Upgrading of the system for processing applications for Jamaican citizenship
- Upgrading of Immigration services in Western Jamaica
- Strengthening of partnerships with local and regional stakeholders in order to improve the island's immigration procedures

- Re-engineering of immigration processes at the airports, introducing automated kiosks at Arrival
- Introduction of debit and credit card service for easier transactions at the headquarters and Montego Bay office
- Next-day and three-day expedited services
- Introduction of a mobile service for passport application .





# Communities OF Practice

Sustainable leadership development programming will require the building of the capabilities of trainers and learning development specialists within the Caribbean, particularly within Public Sector Training Institutions (PSTIs). To this end, the CLP has delivered a number of workshops to increase capacity in Action Learning, Adult Learning, Learning Needs Assessment, Coaching, and Facilitation Skills for Experiential Learning. In April 2016, the Community of Practice was formed, under the name – Caribbean Learning and Development Specialists (CLDS) Network. The CLDS Network collaborates through its WhatsApp group, and fosters its on-going development through blogs and quarterly webinars, delivered mainly by members of the Network. Some of the webinar topics that have been covered include – Developing Coaching Skills for Managers and Supervisors, A Case Study of the Implementation of the Leadership and Management Development Programme for the Government of Antigua and Barbuda, and Getting the Most from Leadership Development.

While the target of delivering eight capacity workshops under this pillar was achieved, it was recognised that additional capacity was still required in the leadership development programming. In response to this,

between 2017 and 2018, 24 trainers from the PSTIs in all 12 participating countries participated in a year-long initiative called the Sustainability of Leadership Development Programming in the Caribbean. This was aimed at developing capacity in the design and delivery of leadership development programming to address mid-level leadership needs. Out of this, teams of participants collaborated to develop a number of short leadership development initiatives, and they were subsequently required to deliver a portion of the programme designed in their respective countries.

The second phase of this initiative will be completed between 2018 and 2019. It will involve the conduct of a learning needs assessment to identify the leadership development needs for lower-level public service leaders. This will then inform the design and development of a targeted leadership programme for this level that would then be delivered through the PSTIs, with on-going collaboration and support through the regional community of practice. It is anticipated that this will lead to greater levels of collaboration in the Caribbean around public service learning and development, facilitated through the Caribbean Centre for Development Administration (CARICAD).





# Research



Research around leadership in the Caribbean public service context is lacking. The enabling environment for leadership as a CLP pillar represents a recognition that the context in which leadership is developed and exercised matters, and has implications for sustainable leadership development. The CLP has sought to close this research gap through its research initiative undertaken between 2016 and 2018 on the Enabling Environment for Leadership Development and Practice in Caribbean Public Services and Regional Institutions.

An action research roundtable model was used, where the research was directed by a group of public service leaders and practitioners as well as representatives from academia, to ensure that the research was relevant to the real world environment. The aim was to examine the context within which public service leadership takes places, the elements of that environment, and the factors that enable or disable transformational leadership development and practice.

Fifty qualitative interviews were conducted with public sector and regional institutional leaders across the Caribbean. The research findings have been used to support the development of an on-line enabling environment assessment toolkit which has been

piloted by six public sector institutions and 1 regional organisation. To read the full research report, please visit our website at [www.caribbeanleadership.org](http://www.caribbeanleadership.org).

The CLP has also sought to foster other research initiatives around leadership in the Caribbean public service context, through the facilitation of the publication and/or launch of two seminal pieces of research publications:

- ***Revitalising the Caribbean with Action Learning***, authored by CLP's LDP Facilitator and Executive Director of World Institute for Action Learning Caribbean, Mr. Verieux Mourillon, which explores the use, growth and impact of action learning in the Caribbean context; and

- ***Professional Hurt: the Untold Stories***, authored by CLP's Project Steering Committee Member, Dr. Ruby Brown, Chief Executive Officer of the Management Institute for National Development, which explores the phenomenon termed 'professional hurt', that is robbing Caribbean public sector leaders of their sense of professional pride, dignity, confidence, capability, credibility and worth; while offering useful insights for a holistic and transformative change in the practice of leadership .



Members of CLP's second Action Research Round Table at their inaugural meeting that was held in Barbados, October 2016. Standing, from left: Mr. Shawn Grey, Mr. James Clemens, Mr. Devon Rowe, Mr. James Armstrong, Mr. Charley Browne, Ms. Denise Kort, Ms. Roxanne Cameron, Mrs. Denise Dumas-Koylass, and Mr. Wayne Jones. Seated, from left: Mrs. Diana Swan-Lawrence, Dr. Jason Marshall, Dr. Lois Parkes, Ms. Kattian Barnwell, and Ms. Sandra Massiah.





## Management Institute for National Development

*Training for Public Service Excellence*

The Management Institute for National Development (MIND) is a premier provider of public sector professional development and training in Jamaica and the wider Caribbean community. MIND has achieved benchmark status as an excellent results oriented institution among key stakeholders and has been recognised as the only institution in the Caribbean with the expressed mandate for public sector leadership development.

**MIND's reputation has been achieved through its growing portfolio of programmes and services, inclusive of:**



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MIND is registered with the University Council of Jamaica (UCJ), Jamaica's national quality assurance body for tertiary education.

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# Leadership Development Programme



The Leadership Development Programme (LDP) is perhaps the most visible of the CLP pillars. The outcome envisaged for the LDP is 10 Cohorts of 250 trained leaders of national and regional public sector organisations developing the leadership competencies to effectively implement environment and gender-sensitive human resource management policies, foster economic development and work towards regional integration. The LDP has been a resounding success, with 11 Cohorts completed of 276 leaders trained across the public services of the 12 participating countries, as well as nine regional institutions. Further, an additional 30 participants will hopefully be added to this number with the anticipated delivery of Cohort 12 between 2018 and 2019.

Between 2011 and 2012, a comprehensive regional learning needs assessment around leadership was undertaken. Approximately 250 interviews were conducted with key officials from the 12 participating countries. The key findings were summarised into two categories:

**Enduring Leadership Challenges:** those that go beyond time and context, yet are often intensified depending on contextual shifts.

**Emerging Leadership Challenges:** those that emerged and continue to emerge, given changes brought about by globalisation, ICT, among other trends, and which are increasingly relevant to the Caribbean public service context.

The needs assessment then guided the initial development of a multi-module experiential LDP targeted at public sector and regional institutional leaders at the Permanent Secretary or equivalent level (referred to by the CLP as Level 1). Other key programme elements include emotional intelligence assessments, executive coaching, action learning, appreciative inquiry and reflection.

To date, three Cohorts of the LDP have been delivered to Level 1 leaders. Cohorts four to six, and Cohort eleven targeted leaders who are direct reports to the

Permanent Secretary or equivalent level (referred to by the CLP as Level 2). This programme had a very similar design to the Level 1 programme, as stakeholder engagements revealed that the leadership needs for this level was very similar to the Level 1. Cohorts seven to ten targeted mid-level managers/leaders, and a comprehensive leadership needs assessment was carried out for this level, involving approximately 61 interviews and 120 survey respondents.

Given the results of the needs assessment, a new LDP was designed which tailored to the needs of the mid-level managers (referred to by the CLP as Level 3.) This LDP was also based on an experiential learning model, and included emotional intelligence assessment, peer coaching, appreciative inquiry and reflection. It utilised a more blended-learning approach, with two face-to-face modules and one module that was delivered virtually.

As it related to monitoring and evaluating the LDP, this is an on-going process through the garnering of feedback from participants at varying stages of programme delivery. In addition, an emotional intelligence assessment tool is used (EQi 2.0), which is completed before and after LDP participation to identify how participants have progressed.

Additionally, tracer surveys have been conducted for Cohorts one and four using a 360 degree approach to assess changes in leadership behaviours of participants a year after completing the programme. These results have been very positive with improvements reported in:

- Level of collaboration and stakeholder engagement
- Display of optimal leadership behaviours such as increased trust worthiness, collegiality, coaching, giving direction/motivation
- Self-confidence and courage
- Knowledge sharing
- Use of gender and environmental analyses in leading policy development etc.



# Continuous Learning and Development Network



As part of the Caribbean Leadership Project's overall focus, one of the six strategic pillars of the Project is the development of networks that will enable continuous learning and development in the Caribbean region. In this regard, the CLP has supported and facilitated the establishment of a Continuous Learning and Development Network (CLDN) for public sector leaders (especially participants and alumni of the CLP's Leadership Development Programme) to address current and on-going challenges, foster international collaboration and strengthen regional resilience.

In light of this, the CLP has convened five leadership Symposia over the years:

1. **Transformation: From Personal to Systems - Realising Change from the Inside Out** with Guest Speaker Dr. John Scherer, International Change Consultant and Leadership Coach (Jamaica, July 2013)
2. **Complexity and Change** with Guest Speaker Dr. Robert Kegan, Harvard Professor (Saint Lucia, May 2014)
3. **Building Trust and Transparency** with Guest Speaker, Mr. Bob Whipple, The TRUST Ambassador, (Trinidad and Tobago, December 2014)
4. **Governance at the Core** with Guest Speaker, Dr. Michael J. Marquardt, Founder and Past President of the World Institute for Action Learning (WIAL) (Barbados, May 2016)
5. **Building Leadership Resilience: From Surviving to Thriving**, with Guest Speaker Dr. Wayne Corneil, SC.D, Crisis Leadership & Change Management Expert (Jamaica, June 2018)

In 2016, the CLP launched a Bright Spot Competition to support the sustained growth of local chapters of the CLDN in each of the 12 participating countries. Against this background, each CLDN chapter was challenged to create a bright spot in its local jurisdiction by:

1. Identifying a service to citizens at the public sector, community level and/or non-governmental sector in need of improvement and/or development.
2. Developing an intervention to improve or develop the service identified using the **Bright Spot 4 D Approach**.

Since the launch of the competition, the CLDN has made significant progress with the official establishment of a regional CLDN committee which meets once per quarter to provide oversight and direction for the network. In

addition, local chapters of the CLDN were established in six territories: Trinidad and Tobago, Suriname, St. Vincent and the Grenadines, Jamaica, Barbados and Antigua and Barbuda. Each of these national chapters submitted entries for the CLDN Bright Spot Competition. The winning entry emerged from Trinidad and Tobago, and the first runner-up was awarded to Barbados.

This entry focused on creating a Bright Spot in the Ministry of Social Development and Family Services, specifically the Social Welfare Division that delivers important social services such as the Senior Citizens' Pension, Public Assistance Grant and Disability Assistance Grant. The specific project objective was to reduce the time taken to process applications for the Senior Citizens' Pension. The appreciative inquiry approach was adopted from the onset as members of the TT CLDN worked with the Ministry's Counterpart Team to explore the problem's perceived causes as well as current practices. An effort was made to ensure that the project always belonged to the client Ministry with the national CLDN members acting as facilitators of the change process through the use of communication skills such as 110% listening, the giving and receiving of feedback and questioning skills.

The CLDN has also grown tremendously in the last two years with more than 50% of the LDP Alumni being actively engaged via CLP's virtual platforms such as the quarterly webinars. Additionally, members of the network have served as webinar guest presenters, as well as guest resources in the delivery of the LDP.

Efforts to expand the CLDN beyond the LDP Alumni have also included conducting short leadership development workshops in participating countries. The most recent of these include a half-day workshop in Saint Lucia which was held in May 2017 for 30 Permanent Secretaries and other senior leaders; and another half-day workshop in Guyana which was held in June 2017, for 25 Deputy Permanent Secretaries and Regional Co-ordinators.

Going forward, it is hoped that the CLDN will continue to blossom into an emerging, vibrant, regional network characterized by increased member participation, collective decision making, ongoing engagement and capacity building.



















# THE CARIBBEAN CENTRE FOR LEADERSHIP EXCELLENCE

Ultimately, sustainability will be determined by the extent to which leadership development programming will be continued in the Caribbean region beyond the end of the CLP. One of the project outcomes is the establishment of the Caribbean Centre for Leadership Excellence (CCLE) as the legacy organisation to continue the work of sustainable leadership development. The decision has been taken to embed the programme within the Caribbean Centre for Development Administration (CARICAD) – as the Caribbean Leadership Programme.

Work has commenced on creating the synergies between the CLP and the wider programme and organisational structure of CARICAD. To this end, CARICAD commenced delivery of leadership development programming in February 2018, with the commencement of the Leadership Development

Programme for the Government of Saint Lucia. This is based on the CLP's Level 2, four-module Leadership Development Programme Design with the integration of executive coaching and peer coaching.

It is anticipated that going forward, leadership development offerings will focus on in-country programme delivery and regional virtual programmes. In addition, there will be the expansion of leadership development offerings for political leadership, Heads of Public Services, leaders of public/statutory bodies, as well as offerings for lower level leaders in partnership with Public Service Training Institutions (PSTIs). The Caribbean Leadership Programme will be a key deliverable under CARICAD's Charter for the Public Services, which is a blueprint for the transformation of Caribbean public services.



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# BRIGHT SPOT

SAINT LUCIA

## EMPLOYEE ASSISTANCE PROGRAMME (EAP)



On March 10th, 2016, the Department of the Public Service established the first EAP in the history of Saint Lucia.

The EAP provides six free counselling sessions to government employees and their immediate family members on: career counselling, job related issues, emotional difficulty, abuse, alcohol or chemical dependency, health challenges, dependent care, financial issues, domestic violence, marital conflict, grief, medical stress, anxiety and depression. The EAP also offers debriefing sessions and workshops to ALL employees of the Government of Saint Lucia (GoSL).

In addition to the aforementioned, the EAP also provides support referrals to officers, if the need arises, in the areas of Financial Education, as well as Spiritual, Psychological and Physical/Health Services.

Over a number of years the Department of the Public Service, became increasingly aware that the work performances of many public officers were either stagnant or rapidly declining due to the failure of effectively dealing with emotionally related issues. Permanent Secretaries and Heads of Departments were becoming vociferous about their concerns and the Bargaining Unions advocated the need for a counselling programme in the public service.

In the fiscal year of 2005/2006, the GoSL approved the establishment of an EAP - an internally based counselling unit at the Department - which was designed to have an aggregate of four (4) counsellors over a two-year period to provide counselling services for government officers. Although the budgetary provisions for the EAP had been approved, the programme was not implemented.

In 2013, the Legal Officer of the Department of the Public Service Mrs. Sygna Matthew Makarovic, became aware of the need for a counselling programme for government officers during her tenure as Legal Advisor to the Government Negotiating Team. She persisted in coming up with a solution for the challenge and enthusiastically volunteered to spearhead the establishment of the EAP and manage the programme.

Her solution was to select a group of dedicated, enthusiastic counsellors from the Public Service who are passionate about making a positive difference in the lives of others and who are willing to work with the Department in creating an EAP. The former Permanent Secretary of the Department of the Public Service, Mr. Philip Dalsou, accepted this proposal and the Department took the bold step of venturing into unknown territory.

Despite their lack of experience in creating an EAP, the Legal Officer and a team of dedicated, enthusiastic and highly skilled counsellors from the public service, worked assiduously to create the Programme from scratch, without the assistance of any consultants.

The EAP Team transformed the grounds of the EAP Facility from an open space with an empty building erected on it, into an oasis of calm. The intention of the facility is to provide a scenery that will change the clients' mood and thoughts into a peaceful and relaxing state of mind, while providing a comfortable setting during sessions with their clients. This initiative has proven to be a source of peace and stress relief to the clientele.

### Major achievements

- To date the EAP has had sixteen (16) debriefing sessions, twelve (12) self-development workshops and one hundred and eight seven (187) persons have accessed the EAP for private counselling.
- The EAP Team, which is made up of dedicated Counsellors, Administrative Staff and Support Groups, are very supportive of each other and as a result creates an agreeable difference in providing the EAP Services. There are also services offered at a discounted rate through collaborations with other support groups such as Eden Herbs, Mango Moon Gym, Pilates and Feng Shui Spa.
- The team has been able to earn opportunities, significant enough to generate the desired results up to the international level.



# BRIGHT SPOT

SURINAME

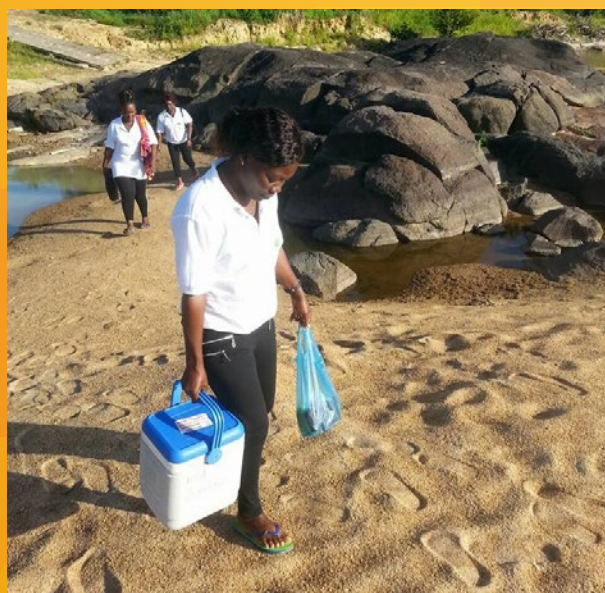
## STICHTING MEDISCHE ZENDING PRIMARY HEALTH CARE SURINAME



The Medical Mission is the healthcare provider responsible for the primary health care in the districts Brokopondo and Sipaliwini, the so-called interior of Suriname.

The field of operation is mainly the difficult-to-access interior of Suriname where, besides the providing of health care, preventive programmes for the most vulnerable groups in these communities are executed.

The healthcare is provided via a network of 56 polyclinics in the hinterland, which is coordinated by the “Jan van Mazijk Coordination Centre” in the capital Paramaribo.



The system used is based on health workers from local communities, which are trained and supervised by:

1. Clinic heads
2. Regional managers
3. Auxiliary departments' coordination centre
4. Radio communication & supervision visits

This system is ideal for the extended hinterland (90% of Suriname) and the sparsely populated areas. Due to the shortage of physicians, it would be impossible to have doctors in each of the 56 scattered polyclinics. An important component of the task of health assistants is to offer basic health and preventive care by means of information in the native language of the population.

Collaboration exists, among others, with:

1. The Ministry of Health
2. Bureau of Public Health (Ministry of Health)
3. Hospitals in the capital; mainly the Diaconessenhuis
4. Pater Ahlbrinck Foundation
5. Pan American Health Organization (PAHO/WHO)
6. UNICEF

### Major achievements

The Medical Mission executes:

1. Training and retraining programs for health workers
2. Educational projects of communities aimed at behavioural changes
3. Preventive programs such as bed netting programs
4. Nourishment programs for children in school
5. Construction and renovation projects of clinics, personnel-housing and boat-landings





**Mr. Emil C. McGarrell, Guyana**

"Meeting and sharing with other committed senior public servants from other Caribbean countries and seeing the public sector through the stories we shared, has been valuable in strengthening my commitment to national development and regional integration."

## THE HISTORIC EXCEPTIONAL COHORT 2



**Aaron François, Grenada**

"This LDP, unlike the many others that I have undertaken, deeply challenged and coached me to look within myself to understand what triggers my behaviours; how these behaviours impact those whom I seek to lead and; ultimately influence the overall leadership goals I seek to achieve."

**Cointha Thomas, Saint Lucia**

"CLP's Leadership Development Programme (LDP) is an unparalleled and unmatched leadership programme. The review of the pre-assessment (EQi) was profound. I saw my true self for the first time."





# 3D COHORT 3 (DISTINGUISHED, DELIGHTFUL, DELICIOUS)



Audrey Gittens-Gilkes, St. Vincent and the Grenadines  
"CLP has taught me to take a long, hard look at myself, to do some deep introspection, rather than looking at other persons to see how they should change."



**Colin Young, Belize**

"The LDP provided me with a critical understanding of the role of emotional intelligence in leadership and management. It helped me to recognize my emotional triggers, and prepared me to develop personal mechanisms to use and channel my emotions. This skill has been an important breakthrough in my life. I constantly see the catalytic role this is having in my interaction with colleagues, staff and the public."



**Ionie Liburd Willett, St. Kitts and Nevis**

"I must say that the CLP Programme has really empowered me and that empowerment has translated into confidence, and that is because I have set of practical strategies that I can use when I'm relating to and communicating with persons. This has helped me in my work and personal relationships."





# POSITIVE EXPLOSIVE COHORT 4

## Elaine McQueen, Grenada

"My biggest change has been a rebirth in passion. I came to a point as a public officer where I was doubtful about my role as a leader versus a technical officer. My passion and the drive that I had for the work that I do was dwindling and it was affecting the way I relate to others. Now, because that (passion) has been rekindled, I am able to work more confidently again with my colleagues, and relate to others with more knowledge of who I am as a person and what drives me."

## Luke McIntosh, Jamaica

"As a consequence of the CLP, the way forward is very clear and appealing, it beckons with promise of interesting times, I stand here looking to the future feeling enthusiastically empowered, bravely so. I am no longer afraid of being bi-polar (understanding polarities) nor "facing the tiger", I don't see wearing (Edwaed de Bono's) six (thinking) hats as being excessive. I have no problem with being a deviant (positive deviance). I am fearlessly empowered."



## Brian Roberts, Regional Security Systems

"My LDP experience has definitely transformed my leadership style. I am now more reflective and strategic in my way of thinking. I am a better listener and a lover of empowering others through the sharing and transfer of knowledge. This was all possible as a result of my improved self-awareness, compassion and interest in people, and a desire to be "Positively Explosive" - as in keeping with our Cohort's name."





# C5 GAME CHANGERS

## Esther Inniss, Trinidad and Tobago

"CLP's Leadership Development Programme has influenced how I lead in many ways, but the most important change has been the way in which I see and treat others. I am now more benevolent and gracious in my thinking and the way I treat others - especially my staff. This has proven to be very rewarding and has significantly improved work relationships, resulting in better solutions, greater commitment and motivation, less friction and tension, and faster achievement of outcomes."



## Shalini Khedoe, Suriname

"I have become more assertive and more passionate about the work that I do and I have been able to communicate that passion to others within the organization. Because of that I have gotten other people onboard for example my (leadership) stretch project by communicating my passion for it and explaining why it is important not only for the organisation but to the entire Government of Suriname."

## Jeffrey Forde, Regional Security Systems

"I have developed a picture wall within my office, where I have placed some of my favourite LDP tools on this wall. The wall acts as a conversation piece for visitors to the office. I get the opportunity to discuss with them the purpose and benefits of the programme. Moreover, it also acts as reinforcement for me in my daily life."





# C6 POSSIBILITORS



## Anna Brizan, Grenada

"I am now acquiring appreciative inquiry. I am more accommodating and I welcome and embrace new thoughts and contributions to the table. It no longer means that resonating in me is all the solutions for the problems in the public service and because of this new paradigm and new mental model that I have taken on, it has put me in a better place, a safer place, and I am now more at peace with myself, personally. I now have a better work-life balance. I have time for myself because I am doing more delegation. It also means that I have a focus not just on hard targets but on people's development."



## Daniella Tauwnaar, Suriname

"I delegate more often and try to not have too much control over what I've delegated. I have a more collaborative and inclusive approach towards solving issues or creating new initiatives in order to get more perspectives before making final decisions. Most of all, I take time for me without feeling guilty because I realise that if I am not okay, mentally or physically, nothing else will be."



## Miguelle Christopher, Antigua and Barbuda

"What CLP did was to show me that I didn't have to fear being collaborative, I didn't have to fear delegating and they didn't just say it but through the LDP, I was introduced to tools that allowed me to do those things fearlessly. Once I started using the tools... I am seeing my staff growing, I am seeing them develop to the point where it is not only benefiting my office but it is benefitting the wider public service."





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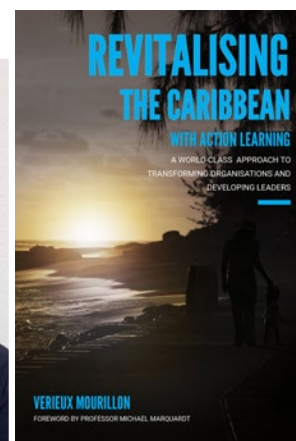
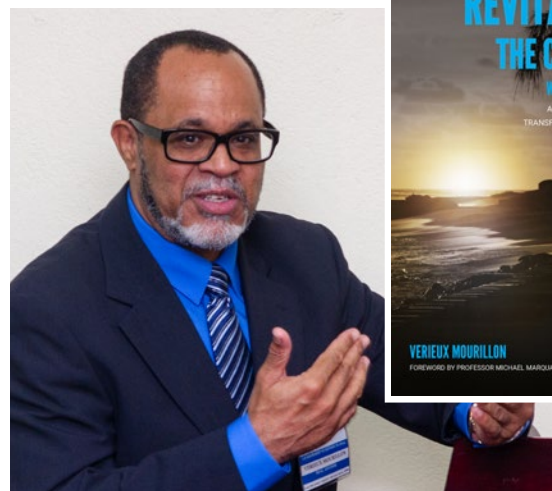
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## Revitalising the Caribbean with Action Learning

### *Revitalising the Caribbean with Action Learning*

*Learning* is a compelling account of how leaders in over 20 organisations from 11 Caribbean countries are applying the power of Action Learning to transform their organisations. **Verieux Mourillon**, an experienced Senior Action Learning Coach, draws on these success stories as he analyses this effective hands-on approach for recalibrating organisations.

In the cases reviewed, breakthrough solutions were achieved in demanding areas such as post-merger culture integration, leadership development, building high performing teams, stakeholder management, customer service excellence, addressing resource conflicts and growing revenue.

Bridging the four generations, soon expected in the workplace, to create the synergy required for success, will be a major challenge for many Caribbean organisations. Mourillon explores the use of Action Learning to do just that, and he presents the reactions of the participating generations. The method provides opportunities for previously silent voices with winning ideas to be heard and it bolsters their social courage to sustain active participation, thereby unleashing more of an organisation's full potential to excel.

The immediate high impact cited by Mourillon's participants is partly due to how seamlessly Action Learning integrates best practices from several fields including, management science, psychology, neuroscience, education, political science, economics, sociology, and systems engineering. Given this holistic approach, Action Learning is portrayed as an indispensable tool for the emerging practice of dialogic organisation development.

For leaders with an urgent need for a powerful tool to transform their organisations to reach unsurpassed heights of performance excellence, Mourillon advocates Action Learning!

*Celebrating The Caribbean*  
*Leadership Project 2011-2018*



# THE MAGNIFICENT 7: AGENTS OF CHANGE



**Ava-Maria Thomas, Antigua and Barbuda**

"The whole learning experience was really dynamic for me. It made me realise that as a leader, I need to be able to demonstrate the change that I expect in others. It also cemented something that was very important for me, which is that I have to be able to trust the process if I want to be this confident and courageous leader."



**Lynn Armstrong, Barbados**

"I really am appreciative to the Canadian government. This has been an experience of a lifetime and it has come at a time where I really needed it for my career."



**Gregory Simms, Jamaica**

"I have grown up a lot over this project, especially as a younger person. I have spent a lot more time having conversations with myself and that has been reflective, interesting, deep and strange and I have grown to like these conversations. The asking of powerful questions has been very useful in unearthing my leadership style and in unearthing myself to be more well-paced... and appreciate the small things."





# THE RESILIEIGHTS

## Betram Johnson, Barbados

"The most significant change is really moving from a manager to a leader. I have moved from managing events to becoming more of a generative leader. I am motivating my staff more, building and maintaining high performance teams and to me that was critical because in my department we have a myriad of important national projects to undertake and building those teams, I can start to see results in that we now have a cadre of persons with particular skill sets, getting the work done in shorter time be more productive and more competitive."

## Marie Alexander, Saint Lucia

"I feel like CLP is taking me apart and bring me back together again. So, I'm like a totally new person."



## Georgia Sinclair, Jamaica

"I have always had ideas about the ways in which things should be done but was not confident or courageous enough to share them, especially in a forum with a lot of persons. So I've found that when we had that session (on confident and courageous leadership), it was really life-changing for me. Now I ask myself all the time: do you have five minutes for courageous leadership? It works all the time."







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# THE CONFIDENT & COURAGEOUS NINERS

## **Leandre Murrell-Forde, Barbados**

"I am more purposeful in my leadership journey because throughout my years I have been placed in leadership positions because others would have seen certain inherent qualities in me and I would have just fallen into those positions. I would have done well and moved on but I never really accepted that I was a leader. I just thought that I was just doing what was being asked of me. So the self-awareness aspect of CLP has significantly impacted me ...it really caused me to check on what I was going through and how it was impacting my performance."



## **Nickeva Eve-Benjamin, CARICOM Secretariat**

"The most significant change is that I now see through a new lens and that is a lens of possibility. I now see the positive instead of only the negative, the presence and not only the absence, and the possibilities that exist instead of only problems and challenges. And for me that has opened up a sense of empowerment, because I feel that I can contribute in spite of the challenges of my environment and my positioning in that environment. I feel that I can make a difference."



## **Frank Clarence Harry, St. Vincent and the Grenadines.**

"It helped me look at myself deeply, first and foremost. So much so it is the first time I have even looked at myself, inward, outward and now I have a chance to adjust, as I lead. I have become more empowered, more equipped, more assertive, more confident, more visionary and more strategic in my thinking."





# THE 10NATIONS TRANSFORMERS

## Haseley Straughn, Barbados

"The programme actually gave me the tools, and the confidence to be a courageous leader in the public service. As you know, leading in the public service is different from leading in the private sector. We have our own peculiarities which can be very complex... so the programme came at an opportune time to give me those tools so that I will be prepared to work in such an environment."

## Jewel Cheong, Guyana

"The CLP has given me a chance to grow and to explore within myself and because of that I recognise the need to have difficult conversations, I recognise the importance of listening and I recognise the importance of engaging."

## Alicia Wellington, Trinidad & Tobago

"It (the LDP) really was an eye opener for me. It taught me to look a little bit further, a little bit deeper and sometimes this shifted my perspective, as well as my position."



## Aisha Estwick, UWI Open Campus

"I was not sure if I belonged at the leadership table. I have no doubt now that I have a space, and I can go as far as I desire to go. I believe the course has given me the opportunity to build confidence and to drop some of the stories that I have had from before. I am now ready to lead my team and include my team and chart our way forward with confidence- with no looking back, with no reservations about where I belong and if I should be here. I think my team sees a more measured leader now."





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*JOSEPH, Edson*  
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***DOTTIN, Pamela***

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## *Project Steering Committee*



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(Co-Chair) – Global Affairs Canada*



**Mr. Timothy Antoine**  
*Governor (Co-Chair) –  
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*CHB, GCM, BJH, MVO, J.P.  
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## *Project Team*



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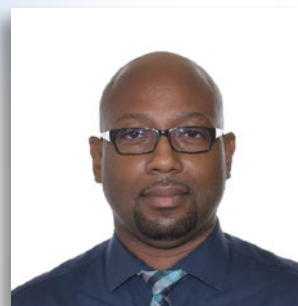
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*Senior Development Officer and CLP Project  
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## IN MEMORIAM

# Marcella Agatha Powell

*Those who died while trying to make our world a better place, didn't actually die, they prove some points. Our job is to notice them and continue from where they have stopped. - A. T Ezekiel*

Marcella Agatha Powell was born in Pointe Michel on 18th August 1959 to former Superintendent of Police, Jones Powell (deceased) and Marceline Powell nee Toussaint. She was affectionately known as “Balla” and “Major” to family and “Marso” to close friends and relatives. From an early age, she was committed to contributing to community development and served as the Joint Leader of the first Girl Guide Company, as well as, the Canefield Youth Group and 4 H Club. In these youth organizations, she built her leadership skills which would later serve her well when called to take administrative leadership positions in the Public Service of Dominica.

On completion of her secondary education, Marcella joined the Public Service of Dominica. Conscious that there was scope to enhance her qualifications, she pursued her tertiary education through the UWI Challenge Programme. After completing the first year of the UWI Social Sciences Programme in Dominica, Marcella successfully obtained a scholarship from the CIDA to complete her BSc Accounting degree at the UWI, Cave Hill Campus. On completion of her UWI studies, she seized the opportunity to give back to her community by teaching in the Challenge Programme.

Upon her return to Dominica, the Public Service Commission appointed Marcella to the Office of Accountant, at the Princess Margaret Hospital (PMH). During her tenure as Accountant PMH, she acted in the position of Hospital Administrator on several occasions from March 1991 to August 1995. At that time, the Hospital operated a triumvirate system where there was a clear separation between medical, nursing and ancillary services. When the new position of Hospital Services Coordinator was established to coordinate all services at the PMH, she was the first officer to hold the position for the first two years.

In October 1995, Ms. Powell completed the Masters in Business Administration (MBA) of the University of the West Indies. In recognition of her leadership skills and strong commitment to duty, the Public Service Commission appointed her to the position of

Senior Administrative Officer in 2002. In that capacity, she served in various ministries and demonstrated the same level of resourcefulness and commitment to duty and country which largely earned her recognition to serve in the office of Permanent Secretary. Her Public Service records revealed that she acted in the office of Permanent Secretary from March 2004 to September, 2005 and later acted on several occasions in various ministries between 2008 and October 2011. Later, she would act continuously from July 2012 to November 2016, in the Ministry of Education and Human Resource Development, remaining at her desk until 6.40 pm on November 14th 2016.

Marcella was honest, hardworking and forthright, sometimes strong-willed to the exclusion of everything else; particularly when she felt that she was right. She stood firmly by her beliefs and would fearlessly tackle any challenge that surfaced. That earned her the nickname “major” at an early age. Her vibrant, indomitable spirit engendered attributes of persistence, perseverance and commitment which served her well, because regardless of how many setbacks she experienced, whether personally or professionally, she rose from the ashes of disappointment, pain and hurt with renewed strength and resolve. She was blessed with a healthy sense of humour and an infectious laugh and more importantly, she had the enviable quality of being able to laugh at herself.

Marcella was always eager to pass on her skills to others - a quality learnt at home very early when she taught her brothers important life skills. For her, they were to develop skills of self-reliance which would serve them well in later life. Throughout her life she remained close to her siblings. Family members had a special place in her life even while she participated actively in the community.

Marcella will long be remembered as a mother, senior public sector manager, choir leader, former Girl Guide leader, and part-time university tutor. She was a dedicated Senior Public Service Officer and a loyal friend who was always ready to be of service to others. “Balla”, yours was the good fight, you worked long and hard for the development of your community and country, so now “let us not say in grief that she is no more, but live in thankfulness that she was.”

By: Jermaine Jewel Jean-Pierre



# IN MEMORIAM

## The Honourable Sir K. Dwight Venner



The late Sir K. Dwight Venner undoubtedly blazed an indelible trail across the financial landscape of the Caribbean while he served as Governor of the Eastern Caribbean Central Bank from 1989 to 2015. There, through his visionary leadership, evident zest for life and his conviction that he could achieve the impossible, he built up the institution to deliver on its mandate with distinction, so that it gained regional and international acclaim.

Sir K. Dwight's greatest legacy may probably be found among the professionals and leaders for whom he provided within ECCB a robust enabling environment for tremendous personal and professional growth. He modelled the way for his staff to face the world at all levels with a well-placed confidence. Sir K. Dwight often passionately voiced his deep interest in the development of the people around him and for leadership development within the Caribbean. It is therefore no surprise that he was one of the architects of the Caribbean Leadership Project and served as Co-Chair of the project's Steering Committee.

After obtaining his Bachelor's and Master's degrees in Economics from the University of the West Indies, Mona, Jamaica, Sir K. Dwight served as a Junior Research Fellow and then Economics lecturer from 1974 to 1981 before moving on to be Director of Finance and Planning, Government of Saint Lucia (1981-1989). It was as ECCB Governor that Sir K. Dwight made his most notable impact on the region, creating critical financial institutions to serve the Eastern Caribbean and serving on several regional and international bodies where he fiercely defended the region's right to self-determination within the global financial system.

Among his many accolades are listed the awards of Commander of the British Empire (CBE) from Saint Lucia in 1996; Knight Commander of the Most Excellent Order of the British Empire (KBE) in St Vincent and the Grenadines in 2001; honorary Doctor

of Laws from the University of the West Indies in 2003 and the Saint Lucia Cross in 2011. He was a member of the Commission for Growth and Development, The World Bank and was Chairman of the OECS Economic Union Task Force Committee and of the UWI Open Campus Council.

Father of seven children, Sir K. Dwight at one time held the world record for having the most children among all central bank governors. To those who knew him, his role as father seemed to loom large, as he made every possible sacrifice to ensure that each of his children had the best chances for success.

Sir K. Dwight, from all accounts, wielded an impressive amount of power across the region, to the extent that it was often whispered in the corridors that this sometimes towered over the Prime Ministers of the ECCB Member Countries. If you caught him at the early morning church service during a week day, his simple attire and casual demeanor would belie this status. He also made a point of connecting warmly with all the service staff at any international institution he visited and was well-liked in those circles. In his passing, the opportunity has been lost, to have this Caribbean icon share his experience of how power can have power over those who have power.

A regionalist at heart, Sir K. Dwight was also seriously committed to public service. Addressing a regional gathering of Caribbean Public Service leaders on 28 March 2013, the Late Honourable Sir K Dwight Venner remarked, "As the unelected, we are not insignificant. We can make a difference by being community-minded, national-minded, regional-minded, world-minded."

Sir K. Dwight passed away on Thursday 22 December 2016 at the age of 70, survived by his wife Lady Lynda Anolde Winville Venner nee St Rose and their seven children.

By: Verieux Mourillon





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